



**Industrial Relations Research Unit
Warwick Business School
University of Warwick**

Annual Update, 2016

INTRODUCTION

IRRU embraces the research activities of the industrial relations community at Warwick Business School (WBS). The aims of IRRU are to produce high quality, independent research which is critical in nature, thereby to contribute to the conceptual and empirical development of the field and to improve the information and analysis available to national and European-level policy and practitioner communities. Achieving these aims requires maintaining a critical mass of active researchers. This involves securing research funding to enable the employment of dedicated research staff and to provide research support and bought-out time for those IRRU members holding lecturing positions. Achieving our aims also requires sustained engagement with the policy and practitioner communities, at national and European levels.

In 2015, the IRRU Management Board and Advisory Board agreed to move to a bi- or tri-annual official reporting, and therefore we are not publishing an official Annual Report for 2016. The next full report will be published for the Advisory Board of 2018 to cover the triennium 2015-17. In order to maintain regular contact and elicit feedback, this Annual Update covers the main developments and activities of 2016, if in a less formal and exhaustive way, for the perusal of colleagues, University administration and advisory board.

OVERVIEW

The three main themes of IRRU's research has been reframed as three streams, to bring them more in line with the teaching and research activity of the Organisation and Human Resource Management (OHRM) teaching group, whose composition largely overlaps with that of IRRU.

1. *Employment relations strategy*: this stream focuses on the implications of managerial and employee representatives' strategies for organisational performance and equality, and on how environmental, institutional and governance factors shape organisations' employment relations. This includes, through the insights of pluralist and critical industrial relations perspectives, HRM strategy, mechanisms of employee voice, union (and other stakeholder) strategies, and systems of collective bargaining.
2. *Equality, diversity and social responsibility*: this stream focuses on issues concerning equality, diversity, careers and work-life balance, exploring: how organisations manage workforce career aspirations and work-family conflict; how typically-disadvantaged groups (such as women, ethnic minorities, disabled people and older workers) are affected by different organisational approaches to equality, and react to them; and the link between employment relations and inequality.
3. *Multi-level governance in a global context*: This stream focuses on both employment relations in the EU and also the multi-level governance of employment in a global context, including international soft law, international and regional organisations, national regulations and sub-national systems. It combines the study of public and private actors, and focuses in particular on: the dissemination of HRM practices in multinational companies; the setting of global labour standards; international co-ordination of collective bargaining and employment policies; and cross-country phenomena such as migration and international restructuring.

The main developments under each theme during 2016 included:

1. *Employment relations strategy*

- Financial markets and HR: Achim Krausert, with Clint Chadwick at the University of Kansas as well as researchers from the CIPD, started a project examining whether, to what extent and how investors take into account HR-related information in evaluating companies – which has implications for companies’ incentives to make longer term investments in people.
- HRM and Legal consultancy: Deborah Dean, with Trevor Colling, of King’s College London, is working on a project which explores the nature of the increasing provision of HR services/advice by legal firms. A range of solicitors, barristers and HR professionals have been interviewed to date and the next phase of the project, which forms the basis of a funding bid, will interview in client and potential client organisations.
- HR and leveraged buyouts: Kim Hoque, with Nick Bacon, Cass, and Mike Wright, Imperial, has conducted research involving matching Centre for Management Buyout Research data into WERS 2011 to explore the impact of leveraged buyouts on job security, training, communication and consultation and broader industrial relations outcomes.
- Representation strategies of precarious workers: a British Academy-funded project, led by Guglielmo Meardi and involving Duncan Adam at Warwick, Melanie Simms at Leicester as well as research partners abroad, compared the representation patterns of the groups that suffered most during the economic crisis of 2008-09 in the UK, Germany and Italy. Despite the different industrial relations structures and economic conditions, in all three countries, trade union forms of representation emerged as more popular than new organisations or social movements.
- Global outsourcing and careers: Dulini Fernando collected data on highly skilled careers in the global knowledge outsourcing sector in South Asia, looking at resistance to organisational control and the negotiation of middle management expectations in rapidly changing workspaces.
- Union revitalisation in retail: Stefano Gasparri has conducted interviews for a project on innovative practices of union revitalisation in the Italian retail sector, in relation to the sub-national governance of industrial relations and to the role of ideas in union strategies.

2. *Equality, diversity, careers and work-life balance*

- Disability and employment: Kim Hoque, with Nick Bacon, Cass, and Vicki Wass and Melanie Jones, Cardiff, used WERS 2011 data to explore the impact of High Performance Work Practices on employment and well-being outcomes for disabled people, the impact of the recession on disabled people, and employment outcomes for carers.
- Labour market regulations and migration post-Brexit: Guglielmo Meardi, with funding from the ESRC Impact Acceleration Account and the University of Warwick Impact Fund, started a project with the collaboration of Claire Evans on the potentials of labour market regulations to provide control of immigration after Brexit, including a comparison of other countries outside, but trading with, the EU (Canada, Switzerland and Norway).
- High-skill migration: Dulini Fernando, in collaboration with Laurie Cohen of Nottingham University, interviewed highly skilled migrants in the UK's finance and accountancy industry, looking at ethnic minority identity, career adaptability and occupational downgrading.

3. *Multi-level governance in global context*

- Collective bargaining in Northern Europe: Guglielmo Meardi and Claire Evans, in collaboration with Paul Marginson, conducted interviews in four sectors in the UK and Poland for a project on collective bargaining in Northern Europe funded by the Research Council of Norway and led by the FAFO centre in Europe. Data indicate that co-ordination of collective bargaining has often used, and sometimes invoked, as an instrument to overcome

the European economic crisis across much of Northern Europe, which contrasts with the policy recommendations issued by international organisations for crisis-struck countries in Southern Europe.

- Negotiating health and safety in the garment industry in Bangladesh: Jimmy Donaghey and Juliane Reinecke have studied the negotiation and implementation of the Bangladesh Accord on Fire and Building Safety. Their results have led to collaboration with the Ethical Trade Initiative to aid in the development of social dialogue in Bangladeshi Ready Made Garment factories.
- Active inclusion and social dialogue: Guglielmo Meardi, Manuela Galetto and Anna Mori completed a European project, funded by the European Commission and co-ordinated by Luigi Burrone at the University of Florence, on the multi-level implementation of the European Commission's Recommendations on Active Inclusion. The study points at a patchy, but positive, role of social dialogue in promoting and implementing new labour market policies for disadvantaged groups at European, national and regional levels.
- European sectoral social dialogue: Manuela Galetto started working on a European project, funded by the European Commission and coordinated by Barbara Bechter at the University of Durham, on the factors explaining the variation in the engagement of national social partners in European sectoral social dialogue. The research covers trade unions and employer organisations in 43 sectors and 28 member states, and in-depth studies in two sectors and five countries.

IRRU, in collaboration with Warwick's Institute for Employment Research, has continued as the UK national centre for the EU 'EurWORK' Observatory covering industrial relations, working conditions and restructuring, supplying features and reports on national developments, and undertaking thematic comparative analysis, embracing all 28 EU member states, for the Observatories.

The speaker for the fourteenth annual Warwick-Acas lecture in honour of Sir Pat Lowry was John Cridland, former General Secretary of the Confederation of British Industry.

The details of externally-funded research contracts during 2015 is listed in Appendix D.

STAFFING

There are currently 15 academic staff in IRRU, fourteen of whom are also active in teaching in the Warwick Business School. IRRU also has 12 associate fellows and four Emeritus Professor members. IRRU's membership during 2016 is listed in Appendix A.

During 2016, IRRU was joined by Prof. Ian Kirkpatrick, a specialist in employment relations in the healthcare sector. Dr Anna Mori left IRRU and Warwick at the end of her research contract, for a research position at the University of Milan.

DOCTORAL RESEARCH

IRRU staff continued to supervise a number of doctoral students researching topics in industrial relations during 2016. The students are registered under WBS's doctoral programme. The eighteen students concerned, and the topics of their research, are listed in Appendix B.

In February 2016, two IRRU PhD students, Anne Antoni and Joyce Mamode, participated in the annual European Doctoral Workshop in Industrial Relations, being held in Copenhagen.

PUBLIC ENGAGEMENT

IRRU continued its tradition and mission of producing policy- and practice- relevant research.

The research by Kim Hoque and Nicolas Bacon on the Trade Union Bill, including an analysis of facility time through WERS (Warwick Industrial Relations Paper nr 101) and a survey of Royal College of Nurses reps, was widely cited as the Bill passed through both the House of Commons and the House of Lords, and contributed to the Government's decision not to impose a facility time cap for two years to allow time for data collection from the relevant bodies.

In collaboration with Nick Bacon, Vicki Wass, Melanie Jones and Philip Connolly (Disability Rights UK), Kim Hoque co-authored the report for the All Party Parliamentary Group on Disability, entitled "Ahead of the Arc" – a Contribution to Halving the Disability Employment Gap'. The report was launched in December 2016 and, with the backing of 15 MPs across 7 parties, and 7 Peers, has been endorsed by a parliamentary working group trying to maximize its impact.

Guglielmo Meardi was present on BBC radio, BBC News, Sky News and published an article in the Daily Telegraph on strikes in the UK and France, and on the Uber ruling of November.

IRRU started collaborating with the Gangmasters and Labour Abuse Authority (formerly Gangmasters Licencing Authority) and are organising a workshop on labour market exploitation to be held at Warwick on the 10th May 2017.

Deborah Dean has been awarded £20,000 by the ESRC Warwick Impact Acceleration Account fund to develop a play based on her published research on actors as workers, in collaboration with Dr Wallace McDowell of Warwick's Department of Theatre and Performance Studies and the entertainment industry trade union Equity. The project explores how and why actors get jobs and are able to continue working as they age. The film of the performance and the script will be disseminated through websites and a forum of television employers.

With the inter-departmental network CREW (Connecting Research on Employment Work), IRRU has received funding from the University to produce four *#WarwickBrexit Briefings on Employment* on the issues of migration, employment regulations, unemployment, and job creation. The briefings will be published and presented at public events in Warwick and London during the Spring and Summer of 2017.

PUBLICATIONS

The findings of IRRU's research are addressed to the academic and to the practitioner and policy-making communities. IRRU staff publish books and reports, articles in academic journals and contributions to edited collections, and present papers at academic conferences. They also disseminate research findings, and draw attention to their implications, in publication outlets (electronic and hard copy) which are oriented towards practitioners. These include IRRU's inputs to the European Observatory network (see Appendix C). Findings are also disseminated through

presentations by IRRU staff to high-level policy and practitioner audiences, nationally and internationally. As part of its practitioner engagement, IRRU also organises jointly with Acas the annual Lowry lecture.

An IRRU Team made of Guglielmo Meardi, Jimmy Donaghey and Deborah Dean edited a special section of *Work, Employment and Society* on the state and work, published in 2016 (30:4) and partly based on the Work, Employment and Society Conference held at Warwick in 2013. Guglielmo Meardi, with Lucio Baccaro of the University of Geneva and Chiara Benassi of King's College is editing a special issue of *Economic and Industrial Democracy* on trade unions and democracy, in memory of Giulio Regeni, the PhD student murdered during his research in Egypt at the beginning of 2016.

The main 2016 publications by IRRU colleagues are listed in Appendix C.

IRRU also publishes its own series of research papers – the Warwick Papers in Industrial Relations. In 2016, the following were published:

No 103 Paul Marginson: Trade Unions and Multinational Companies: A multi-level challenge

No 104 John Cridland: Reflections on Employee Relations

No 105 Keith Sisson: Shaping the world of work - time for a UK jobs strategy

No 106 Paul Marginson: European Industrial Relations: An increasingly fractured landscape?

These are available on-line at: www2.warwick.ac.uk/fac/soc/wbs/research/irru/wpir/

IRRU's research seminar series provides a regular forum for the presentation of findings and provisional conclusions from ongoing research projects. The seminars include speakers from other institutions as well as from IRRU.

PROFESSIONAL ACTIVITIES

Jimmy Donaghey is member of ESRC's Peer Review College that assesses research grant applications in business and management studies, as well as a member of the *British Journal of Management's* editorial board.

Paul Marginson continues as a member of the European Trade Union Institute's Advisory Group. He is Associate Editor of *Industrial and Labor Relations Review* and member of the International Advisory Boards of *British Journal of Industrial Relations* and *European Journal of Industrial Relations*.

Paul Marginson gave the Plenary address to the ILERA European Regional Congress in Milan in September, with a talk on 'Market integration, structural reform and European industrial relations: an increasingly fractured landscape?' (the text is now published as Warwick Industrial Relations paper No 106).

Kim Hoque is member of the expert group advising the Employee Engagement Task Force, established by BIS. He is Associate Editor of *Human Relations* and is on the editorial board of *Industrial Relations Journal*, *Journal of Vocational Education and Training* and *Scandinavian Journal of Management*.

Guglielmo Meardi is member of the International Advisory Board of *European Journal of Industrial Relations* and of the Editorial Boards of *Industrielle Beziehungen*, *Przeegląd Zachodni* (Polish Journal of Western European Studies), *Labour and Industry*, *Stato e Mercato*, and *Sociopedia.ISA* (on-line encyclopaedia of the International Sociological Association).

Jimmy Donaghey, Kim Hoque, Paul Marginson and Guglielmo Meardi are Academic Fellows of the Chartered Institute of Personnel and Development (CIPD). Deborah Dean, Manuela Galetto and Shainaz Firfiray are CIPD academic members.

Appendix A

IRRU Staff during 2016

Academic and Research Staff

David Allen
Deborah Dean
Linda Dickens*
Jimmy Donaghey
Claire Evans
Dulini Fernando
Shainaz Firfiray
Manuela Galetto
Stefano Gasparri
James Hayton
Kim Hoque
Ian Kirkpatrick
Achim Krausert
Paul Marginson*
Jude McNabb
Guglielmo Meardi
Anna Mori
Juliane Reinecke
Keith Sisson*
Michael Terry*

* Emeritus Professor

Support Staff

Val Jephcott IRRU Research Co-ordinator

Associate Fellows

James Arrowsmith (Massey University)
Jacques Bélanger (Université Laval, Québec)
Mark Carley
Paul Edwards (University of Birmingham)
Tony Edwards (King's College, London)
Mark Hall
Richard Hyman (LSE)
Jane Parker (Massey University)
Valeria Pulignano (Katholieke Universiteit Leuven)
Helen Rainbird (University of Birmingham)
Monder Ram (University of Birmingham)

Appendix B
Doctoral Researchers and Topics

Duncan Adam	Flexible working arrangements in Britain
Anne Antoni	Ethical Behaviours At Work
Rina Binte Muhammad Musta	An Ageing Workforce: Implications for Human Resource Management
Martin Brock	English and German apprenticeships
Meryl Bushell	The impact of social capital on the participation of women on corporate boards
Martin James	An Ethnography of Managers' Action
Victoria Jelacic	The Rise Of Women: Effects of Croatia's Accession into the EU
Ide Humantito	Anticorruption Institutional Entrepreneurs in Government Agencies in Indonesia
Seon Hwang	Differences in the experience of Work-Family Conflict (WFC) between White British employees and South Asian employees in the UK
Mary Ann le Lean	Recruitment within the arts sector
Joyce Mamode	The Contribution of Trade Union Equality Reps to the Workplace Equality Agenda
Jessica Parrott	Disability Casting Practices in Theatre
Jieun Ryu	Emergence of Korean Social Enterprise: Top-Down and Bottom-Up Approaches
Joey Soehardjojo	A Study of Transnational and Institutional Factors in Emerging Market Economy of Indonesia
Arianna Tassinari	Tripartite policy making in (the) crisis and the changing politics of employment regulation in the Eurozone periphery
Hendrik Tiesinga	Labs for Systemic Innovation
Fuk Ying Tse	Wage determination in China
Yiluyi Zeng	Support from socially close others and work meaningfulness

Appendix C

Journal articles

Note: For jointly authored publications, names in square brackets are people who are not members of IRRU.

Allen, D. G., [Pelkotorpi, V. and Rubenstein, A. L.] 'When 'embedded' means 'stuck': moderating effects of job embeddedness in adverse work environments', *Journal of Applied Psychology*

[Biggane, J. E.], Allen, D. G. and [Albert, L. S.] 'The role of positive illusions in employment relationships', *Human Resource Management Review*, 26, 3, 270-281

[Biggane, J. E.], Allen, D. G., [Amis, J., Fugate, M. and Steinbauer, R.] 'Cognitive appraisal as a mechanism linking negative organizational shocks and intentions to leave', *Journal of Change Management*, 1-25

[Bilgili, T. V., Calderon, C. J.], Allen, D. G. and [Kedia, B. L.] 'Gone with the wind: a meta-analytic review of executive turnover, its antecedents, and post-acquisition performance', *Journal of Management*, 19

Fernando, W. D. A. and [Cohen, L.] 'Poachers and gamekeepers: processes of class-based organizational closure and usurpation in Sri Lanka's emerging private sector', *The International Journal of Human Resource Management*

Fernando, W. D. A. 'Exploring character in the new capitalism: a study of mid-level academics' in a British research-intensive university', *Studies in Higher Education*

Firfiray, S., [Cruz, C., Neacsu, I. and Gomez-Mejia, L. R.] 'Is nepotism so bad for family firms? A socioemotional wealth approach', *Human Resource Management Review*

Firfiray, S. and [Mayo, M.] 'The lure of work-life benefits perceived person-organization fit as a mechanism explaining job seeker attraction to organizations', *Human Resource Management*

[Gómez-Mejía, L. R., Larraza-Kintana, M., Moyano-Fuentes, J.] and Firfiray, S. 'Managerial family ties and employee risk bearing in family firms: evidence from Spanish car dealers', *Human Resource Management*

[Hancock, J. I.], Allen, D. G. and [Soelberg, C.] 'Collective turnover: an expanded meta-analytic exploration and comparison', *Human Resource Management Review*

[Holtom, B., Goldberg, C. B.], Allen, D. G. and [Clark, M. A.] 'How today's shocks predict tomorrow's leaving', *Journal of Business and Psychology*

Hoque, K., [Earls, J., Conway, N. and Bacon, N.] 'Union representation, collective voice and job quality: an analysis of a survey of union members in the UK finance sector', *Economic and Industrial Democracy*

Krausert, A 'HRM signals for the capital market', *Human Resource Management*, 55, 6, 1025-1040

Krausert, A 'HR differentiation between professional and managerial employees: broadening and integrating theoretical perspectives', *Human Resource Management Review*

- [Levy, D.], Reinecke, J. and [Manning, S.] 'The political dynamics of sustainable coffee: contested value regimes and the transformation of sustainability', *Journal of Management Studies*, 53, 3, 364-401
- [Manning, S.] and Reinecke, J. 'A modular governance architecture in-the-making: how transnational standard-setters govern sustainability transitions', *Research Policy*, 45, 3, 618-633
- Marginson P 'Governing work and employment relations in an internationalized economy' *Industrial and Labor Relations Review* 69: 5, 1033-55
- Marginson, P. and Galetto, M. 'Engaging with flexibility and security: rediscovering the role of collective bargaining', *Economic and Industrial Democracy*, 37, 1, 95-117
- [Mayo, M., Gomez-Mejia, L.], Firfiray, S., [Berrone, P. and Villena, V. H.] 'Leader beliefs and CSR for employees: the case of telework provision', *Leadership & Organization Development Journal*, 37, 5, 609-634
- [Mayo, M., van Knippenberg, D., Guillen, L.] and Firfiray, S. 'Team diversity and categorization salience: capturing diversity-blind, intergroup biased, and multicultural perceptions', *Organizational Research Methods*, 19, 3, 433-474
- Meardi, G., Donaghey, J. and Dean, D. 'The strange non-retreat of the state: implications for the sociology of work', *Work, Employment And Society*
- Meardi, G., [Martín, A. and Van den berg, A.] 'A Canadian immigration model for Europe? Labour market uncertainty and migration policy in Canada, Germany and Spain', *Comparative Social Research*, 32
- Reinecke, J. and [Ansari, S.] 'Taming wicked problems: the role of framing in the construction of corporate social responsibility', *Journal of Management Studies*, 53, 3, 299-329
- Reinecke, J., [Arnold, D. G. and Palazzo, G.] 'Qualitative methods in business ethics, corporate responsibility, and sustainability research', *Business Ethics Quarterly*, 26, 4, xiii-xxii
- [Rogers, B. L., Vardaman, J. M.], Allen, D. G., [Muslin, I. S. and Baskin, M. B.] 'Turning up by turning over: the change of scenery effect in major league baseball', *Journal of Business and Psychology*
- [Vardaman, J. M.], Allen, D. G., [Otondo, R. F., Hancock, J. I., Shore, L. M. and Rogers, B. L.] 'Social comparisons and organizational support: implications for commitment and retention', *Human Relations*, 69, 7, 1483-1505
- [Wu, N.], Hoque, K., [Bacon, N. and Bou, J. C.] 'High performance work systems and workplace performance in small, medium-sized and large firms', *Human Resource Management Journal*

Book chapters

- Donaghey, J 'Trojan horse or tactic? The case for partnership', in *Developing Positive Employment Relations: International Experiences of Labour Management Partnership* in Stewart Johnstone, Adrian Wilkinson (eds) Palgrave Macmillan, 25-48
- Meardi, G 'The Fate of the 'Hard' and 'Soft' Acquis Communautaires in the New Member States', in V. Delteil and V. Kirov (eds) *Labour and Social Transformations in Central and Eastern Europe: Europeanization and Beyond*. London Routledge, 123-148

Reinecke, J. and Donaghey, J. 'Global supply chains and employment relations', in: Colvin, A. and Donaghey, J. and Dundon, T. and Wilkinson, A., (eds.) *Routledge Companion to Employment Relations*. Abingdon, Oxon : Routledge.

Firfiray, S., [Larraz-Kintana, M. and Gomez-Mejia, L. R.] 'The labor productivity of family firms: a socioemotional wealth perspective', in: Grifell-Tatje, E. and Lovell, K. and Sickles, R., (eds.) *Oxford Handbook of Productivity Analysis*. Oxford: Oxford University Press

[Navrbjerg S] and Marginson P 'MNCs in Denmark and the UK: Accommodating to or transforming national industrial relations?' in Larsen T P and Ilsøe A (eds) *Den Danske Model set Udefra*, Copenhagen: Jurist- og Økonomforbundets Forlag, 345-37

Other publications

[Connolly, P., Wass, V., Bacon, N.], Hoque, K., [Jones, M.] "'Ahead of the Arc" – a Contribution to Halving the Disability Employment Gap'. All Party Parliamentary Group on Disability.

Marginson P 'Trade unions and multinational companies: A multi-level challenge' *Warwick Papers in Industrial Relations*, No. 103, Coventry: IRRU, University of Warwick 23pp

Cridland, J 'Reflections on Employee Relations' *Warwick Papers in Industrial Relations*, No. 104, Coventry: IRRU, University of Warwick 12pp

Sisson, K 'Shaping the world of work - time for a UK jobs strategy' *Warwick Papers in Industrial Relations*, No. 105, Coventry: IRRU, University of Warwick 45pp

Forthcoming publications

Allen, D. G. and [Vardaman, J. M.] (2017) 'Recruitment and retention across cultures', *Annual Review of Organizational Psychology and Organizational Behavior*

[Arikan, O.], Reinecke, J., [Spence, C. and Morrell, K.] 'Signposts or weathervanes? The curious case of corporate social responsibility and conflict minerals', *Journal of Business Ethics*

Dean, D. and [Greene, A.M.] 'How do we understand worker silence despite poor conditions - as the actress said to the bishop', *Human Relations*

Donaghey, J. and Reinecke, J. 'When industrial democracy meets corporate social responsibility – a comparison of the Bangladesh Accord and Alliance as responses to the Rana Plaza disaster', *British Journal of Industrial Relations*

[Flyverbom, M]. and Reinecke, J. "The spectacle and organisation studies", *Organization Studies*

Krausert, A 'The HRM-Capital-Market Link: effects of securities analysts on strategic human capital', *Human Resource Management*

Reinecke, J., [Bommel, K. V. and Spicer, A.] 'When orders of worth clash: negotiating legitimacy in situations of moral multiplexity', *Research in the Sociology of Organizations*

Appendix D

Externally-funded research contracts

Funding body	Contract/Project	Funded Period	Total Budget
Eurofound	Scheduled and on-demand reporting, EurWORK Observatory	2014-2018	£142,483
European Commission	Active Inclusion and Industrial Relations from a Multi-Level Governance Perspective	2014-16	£69,057
British Academy	Representation of the Losers of the Crisis	2015-16	£9,447
ESRC-IAA	Post-Brexit Labour market regulation scenarios	2016-17	£19,810
European Commission	SPEED (Social Partner Engagement and Effectiveness in European Dialogue)	2016-17	£22,441
ESRC-IAA	Ethical Trading	2016	£10,000