



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

Annual Report, 2014

INTRODUCTION AND OVERVIEW

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. Our activity on this during 2014 is detailed in section 2 below.

Three main themes frame IRRU's current research, and activity on each of these is elaborated in section 2 below. A summary of research developments under each theme during 2014 is as follows:

❖ *Europeanisation and internationalisation of employment relations*

Research on this theme has included: the responses to the Rana Plaza disaster in Bangladesh (Donaghey, Reinecke); business responsibilities and responses to human rights abuses including forced and bonded labour in the global value chain for conflict minerals from the Democratic Republic of Congo (Reinecke); active inclusion and industrial relations from a multi-level governance perspective (Meardi, Galetto); supply chain employment effects (Wood); representation of the losers of the crisis (Meardi); labour standards in China (in collaboration with Remnin University) (Meardi, Marginson); co-ordinated wage bargaining in Europe (Marginson, Galetto); changes in wage-setting mechanisms across the EU (Marginson); labour governance implications for gender equality across the EU (Galetto).

❖ *Equality, diversity, careers and work-life balance*

Research on this theme has included: career success of women engineers in the UK (Fernando); employability policies targeting urban job seekers (Adam); localised welfare-to-work initiatives (Adam); the impact of HPWS on disability-related employment advantage (Hoque); varying work orientations (Dean); team diversity and categorisation salience (Firfiray); employee and organisational outcomes of work-family support policies (Firfiray)

❖ *Employee representation, voice and workplace management*

Research on this theme has included: analysis of the effects of JCCs (Adam, Hall and Purcell); union representation and job quality in the UK finance sector (Hoque); the contemporary human resource management and employment relations practices of Japanese MNC subsidiaries (Adam); variations in HR practice across and within national boundaries (Wood); HPWS and performance in small, medium-sized and large firms (Hoque); the management of agency workers in core organisational roles (Hoque); HPWS in family firms (Firfiray, Hoque); private equity, work and employment (Wood)

IRRU was successful in its tender, compiled by Paul Marginson together with Terence Hogarth of Warwick's Institute of Employment Research (IER), to continue as the UK national centre for Eurofound's restructured Observatory network. The value of the four-year contract is €520,000. This contract renewal highlights the leading roles of IRRU and IER in shaping European and Comparative research in the UK.

The speaker for the twelfth annual Warwick-Acas lecture in honour of Sir Pat Lowry was Guy Ryder, Director General, ILO.

1 STAFFING

There are currently 14 academic staff in IRRU, 13 of whom are also active in teaching in WBS. IRRU also has 11 associate fellows and four Emeritus Professor members. IRRU's membership during 2014 is listed in Appendix A.

2014 was another year of considerable change in terms of staffing. Sophie Gamwell, Paul Marginson and Dimi Stoyanova left IRRU during the year. All three of these departing members have contributed enormously to IRRU's research profile, as well as to the unit's collegiality. Paul Marginson was the Director of IRRU for ten years (2002-12). His ground-breaking work on the EU and on multinational companies was the focus of a workshop on European industrial relations held in June 2014, organised by Guglielmo Meardi. The workshop covered the EU, multinationals and collective bargaining, and involved 28 participants from 10 countries. Paul is maintaining research collaboration with IRRU and is now a WBS Emeritus Professor.

IRRU welcomed five new colleagues:

- Duncan Adam rejoined IRRU as Research Fellow on a 0.5 FTE basis to work on IRRU's Eurofound projects. His research interests cover employee voice, local labour markets and transitions into work. He continues to work on issues related to management practice in multinationals (MNCs) using the survey of MNCs he worked with when previously an IRRU member.
- David Allen, Professor of Human Resource Management and Employment Relations at WBS and Distinguished Professor of Management at the University of Memphis. His primary research interests include the flow of people into and out of organizations and global talent management.
- Stefano Gasparri, Teaching Fellow. His research interests include international and comparative employment relations, the retail sector and employment relations theory.
- James Hayton, Professor of HRM and Entrepreneurship. His research focuses on the application of HRM practices to the development of entrepreneurial capabilities in established organisations.
- Emma Stringfellow, Teaching Fellow. Her research interests include comparative European employment relations, European level social dialogue, diversity management, vocational training systems.

2 RESEARCH PROJECTS

Theme 1: Europeanisation and internationalisation of employment relations

Global Labour Governance

A number of projects are underway under this initiative. These projects are particularly important as they demonstrate IRRU's contribution to the University's Global Research Programme on Global Governance.

First, Jimmy Donaghey and Juliane Reinecke were awarded £10,000 by the British Academy and the Society for the Advancement of Management Studies to look at the response to Rana Plaza. The funding runs from September 2014-September 2015. The research is exploring the highly innovative mechanism (the Accord) which has been developed in the Bangladeshi garment sector to prevent similar disasters occurring in the future. This research aims to examine the dynamics of the Accord and to evaluate its capacity for improving labour standards in global supply chains.

Second, in a parallel project funded by the Independent Social Research Foundation, Juliane Reinecke investigated the issues of business responsibilities and responses to human rights abuse (including forced and bonded labour) in the global value chain for conflict minerals from the Democratic Republic of Congo. Through extensive document and interview materials from across three continents, the research examines the process through which responsibility for a problem is attributed to particular actors, this being crucial for the framing of global policies on human and labour rights. While private companies have taken on increasing responsibilities for what were previously considered public issues, what counts as public or private responsibilities remains highly contested. The case study on the Democratic Republic of Congo examines the process of responsabilisation involving NGOs, state and industry and identified mechanisms through which responsibility frames are made binding and resilient, showing how private and public responsibilities may emerge and shift over time and involve a broad spectrum of actors in complementary and conflicting roles.

Third, Geoff Wood is engaged in research exploring work and employment issues within supply chains. The research is funded by the ESRC, and looks at the case of South Africa and Brazil. During 2014 fieldwork was conducted in both countries, and the research team is now in the process of analysing the data.

Fourth, Guglielmo Meardi and Manuela Galetto are collaborating with researchers from the University of Florence, the Universidad Autonoma in Barcelona, and the Amsterdam Institute for Labour Studies (Aias) to conduct a two-year European Commission-funded research project on active inclusion and industrial relations from a multi-level governance perspective (AIRMULP). The project started in December 2014 and will be completed by December 2016. The IRRU research team will take a lead in exploring initiatives and social partner involvement in active policies of social inclusion in the UK, France, Sweden and Poland.

Representation of the losers of the crisis

Guglielmo Meardi received a British Academy small grant (£9,477) to conduct research on the representation of the losers of the crisis. The research looks at the differential effects of the crisis on unemployment and underemployment in different employment relations regimes, and its implication for old and new forms of employee representation. The research covers the UK, Italy and Germany directly, and is linked to parallel research led by Milan University also covering Argentina and USA. The empirical component of the study will be conducted in 2015-16.

Labour standards in China

Guglielmo Meardi and Paul Marginson are engaged in research in collaboration with Renmin University on labour standards in China. As part of this collaboration, Dr Wei Huang of Renmin visited Warwick in January 2014. The collaboration has focussed on launching a survey of multinationals in China similar to the surveys that IRRU, in collaboration with other research partners, have conducted in the UK, Ireland, Spain and Canada. Comparable to these previous surveys, the survey on foreign multinationals in China will seek to generate data on HRM structures and on participation and labour standards initiatives. The pilot studies will start in 2015.

Coordinated wage bargaining in Europe

Building on work on changes in collective bargaining as a mode of labour market governance in a number of European countries undertaken as part of the EC FP7 project 'Gusto', Paul Marginson has undertaken secondary analysis of a range of sources to examine the impact of the crisis on multi-employer bargaining arrangements, these being a core feature of industrial relations in most western European countries. The continued viability of coordinated, multi-employer bargaining arrangements as a cornerstone of labour market regulation across western Europe has come under increased threat since the onset of the crisis. Even before the crisis, ongoing pressure for decentralization had corroded the capacity of sector agreements to specify universal standards applicable at company level, and procedural mechanisms articulating the two levels had become looser and more open-ended. Following the crisis, however, this process has been taken further in northern European countries, while in southern Europe - under pressure from the European institutions - a frontal assault on multi-employer bargaining arrangements is now underway. Crisis-induced measures to strengthen European economic governance have intensified the pressures for coordination of bargaining across borders, but the conditions for successfully realising this have significantly worsened given the undermining of existing capacities for effective coordination within national bargaining systems.

Relatedly, Paul Marginson secured a contract from Eurofound for a comparative analysis of changes in wage setting mechanisms in the EU's twenty-eight member states, completed in the first quarter of 2014. As well as tracking changes in the levels, coverage and flexibility of collective wage bargaining arrangements, the analysis investigates whether changes are originated by employers and trade unions themselves, and/or influenced by pressure from governments, and/or required by international institutions as a condition of financial rescue packages. It also assesses the relative influence of macro-economic, micro-economic and political/institutional pressures on the different kinds of change taking place.

In a parallel development, Manuela Galetto has built on comparative research on collective bargaining in the health sector from the 'Gusto' project to investigate in greater depth the implications for gender equality. She is currently developing a research proposal that will investigate the extent to which recent procedural and substantive changes in the mechanisms of labour governance in the hospitals sector (in particular decentralisation and individualization of pay determination) have had disproportionately negative effects on the female workforce, and possible responses given that the European Commission has placed greater emphasis on the role of social partners on addressing the gender pay gap.

Building on further analysis of the hospital sector in Italy, she has engaged in research on the effects of territorial decentralization in the extant employment relations system in the Italian public healthcare sector. Preliminary findings were presented at the SASE 2014 conference in Chicago and the IREC 2014 conference in Dublin.

Change in national industrial relations in the EU

Guglielmo Meardi is continuing comparative research on the effects of international forces on weakening industrial relations associations. Quantitative analysis of change in the period 1992-2012 (i.e. since Maastricht) reveals enduring national differences in the processes of wage and employment conditions determination, but also a common trend throughout Europe in the direction of trade union weakening. In most nations, the weakening of trade unions is partially compensated by an increase in statutory regulations. However, these tend to only affect the low-wage segments of the labour market.

Guglielmo Meardi is involved, as an academic advisor, in a European Union Industrial Relations and Social Dialogue project on collective bargaining in European countries affected by the sovereign debt crisis. The project, led by former IRRU member Aristeia Koukiadaki of Manchester Business School, focuses on the impact of industrial relations reforms on collective bargaining in the manufacturing sector in Ireland, Portugal, Spain, Italy, Slovenia, Greece and Romania.

Guglielmo Meardi and Paul Marginson are advisors on a Norwegian project led by the FAFO Center in Oslo on multi-level governance in the European labour market, and on a German-Austrian project led by Linz University on the Europeanisation of trade unions.

Theme 2: Equality, inequality and diversity at work

Careers and Working Lives

A number of projects are underway with regard to careers and working lives.

First, Dulini Fernando is engaged in a project (with Laurie Cohen, Nottingham University and Jo Duberley, Birmingham University) exploring the career success of women engineers in the UK. The research, funded by the British Academy small grants scheme, adopted a pipeline approach to examine how women engineers at various career stages account for career success. The key findings are that 'respectable femininity' emerges as central aspect of women's careers in engineering, existing in a paradoxical relationship with career progression. Women used gender to account for other women's careers while drawing on other social identities to account for their own experiences. Women distance themselves from diversity and equal opportunity initiatives in organisations because they have the effect of stereotyping them as a weak group which needs extra assistance. Those who sought success instead choose to adopt highly individualised strategies and were careful to not associate themselves with their gender category.

Second, Duncan Adam, in collaboration with colleagues from Warwick's Institute for Employment Research, is engaged in research on employability policies targeting urban job seekers. The research suggests that urban job-seekers tend to have a 'work first' focus on quick job entries, neglecting sustainability and progression. The research reviews evidence on 'what works', drawing generic lessons from research on locally-focused urban policy initiatives in Great Britain operationalised in the context of persistently worklessness in many cities. The findings highlight the importance of employer engagement to open up job opportunities, the diverse needs of individuals, the significance of personalised support for those furthest from the labour market, and co-ordination of local provision. It is argued that city-level policies need to focus more on economic growth and ensuring workless groups have the skills and support to access opportunities. Given limited budgets and moves to payment-by-results regimes robust local policy analysis is more challenging and more important.

Third, Duncan Adam is engaged in research with Anne Green of the Institute of Employment Research that applies the concepts of 'soft spaces' and 'soft outcomes' (previously developed in

relation to the study of local economic development and planning) to the related, but not identical, field of localised welfare-to-work initiatives. The specific example of the City Strategy initiative in Great Britain provides evidence of these concepts in action. The City Strategy initiative foregrounded the importance of local partnership working whereby various stakeholders joined together to operate in soft space to achieve commonly agreed goals. The research considers how local partnerships operate in soft space and the appropriate measures of success to be used when assessing the efficacy of their interventions. It is argued that both 'soft outcomes' and 'hard outcomes' can be used to understand success, but that assessment of soft spaces only in terms of 'hard outcomes' is far from comprehensive.

The impact of HPWS on disability-related employment disadvantage

Kim Hoque, along with colleagues at Cass Business School, Cardiff Business School and Sheffield University Management School, is engaged in research using matched establishment-employee data from the 2011 Workplace Employment Relations Survey that tests competing 'disabling' and 'enabling' effects hypotheses concerning the potential impact of High Performance Work Practices (HPWPs) on disability-related employment disadvantage. The research demonstrates that the proportion of the workforce that is disabled is lower in workplaces making extensive use of HPWPs (supporting the 'disabling effects' hypothesis). However, for disabled people in employment, while they report poorer wellbeing than their non-disabled counterparts, there is no evidence to suggest that these gaps are any different in high-use HPWP than in low-use HPWP workplaces. There is, however, some evidence pointing to the importance of the equality climate, with the negative relationship between HPWPs and the proportion of the workforce that is disabled disappearing in positive disability equality climates, and disabled people not reporting poorer perceptions of fairness than the non-disabled in such climates. The research is part of a broader ongoing project exploring disability-related disadvantage in organisations.

Varying work orientations

Deborah Dean is engaged in research with Anne-marie Greene (De Montfort University) on effects of varying work orientations and occupational ideologies in producing silence in the face of objectively poor working conditions. They identify a range of occupations where such dimensions are potentially in play, such as homecare workers and teachers, and focus on the extreme examples of women clergy and actors to develop existing work on silence, loyalty and exit.

Team diversity and categorization salience: diversity-blind, intergroup biased, and multicultural perceptions

Shainaz Firfiray is engaged in research along with colleagues at IE Business School, Erasmus University and ESMT exploring team diversity. It is increasingly recognized that team demographic diversity does not automatically result in cognitive activation of social categorization implied by diversity (e.g. men vs. women), and that factors influencing the salience of social categorizations (i.e. cognitive activation) such as diversity faultlines are important for the effects of diversity. Thus, it is a methodological problem that no measurement technique is available to measure salience in a way that efficiently applies to multiple dimensions of diversity in multiple combinations. Based on insights from artificial intelligence research, this research proposes a technique to capture the salience of different social categorizations in teams that does not overly tax respondents and does not require self-reports about the extent to which respondents apply more complex categorizations. In a study of gender and race diversity and the gender by race faultline in 42 manufacturing teams comprising 287 members, the research illustrates the importance of such measurement by showing how it may be used to distinguish diversity-blind responses (low salience of social categorization),

multicultural responses (positive responses to salient categorization), and intergroup biased responses (negative responses to salient categorization)

Employee and Organizational Outcomes of Work-Family Support Policies

Shainaz Firfiray, along with colleagues at IE Business School and Florida International University is engaged in research that examines the processes through which work-family support policies (WFSPs) influence employee perceptions and, ultimately, firm outcomes. The study proposes a cognitive mechanism in which WFSPs are effective primarily when they influence employees' perception of control over work time, which in turn influences their experience of work-to-family conflict and job satisfaction. Analyses of multilevel, multisource data from 70 organizations and 3,262 employees support the argument that the negative relationship between WFSPs and work-to-family conflict and the positive relationship between WFSPs and job satisfaction is influenced by employees' perception of control over work time. Furthermore, analyses of lagged financial data with a matched subsample of 39 organizations and 1,872 employees suggests that employees' perceptions of control over work time and work-to-family conflict influence the positive relationship between WFSPs and two efficiency indicators of firm performance—return on assets and return on sales. Also, employees' perception of control over work time and job satisfaction impacts the positive relationship between WFSPs and sales growth over three years. The research is funded by the Spanish Ministry of Economy and Competitiveness.

Theme 3: Employee representation, voice and workplace management

Representation and voice

Duncan Adam, along with IRRU Associate Fellows Mark Hall and John Purcell, have recently completed research drawing on data from the 2011 Workplace Employment Relations Study to build on and supplement the analysis concerning Joint Consultative Committees provided in the WERS sourcebook. The research places the findings in the context of wider research and recent trends and events; most notably the regulations covering Information and Consultation of Employees (ICE). The research addresses critical questions concerning the incidence, composition, operation and impact of workplace and higher level JCCs, distinguishing between union only, non-union only and 'hybrid' JCCs. The paper focuses on workplaces belonging to organisations which have 50 or more employees – thus concentrating on those workplaces which are covered by ICE. The research team is seeking to present the research at forthcoming conferences (e.g. BUIRA) and is seeking additional funding from Acas to work on the panel element of the WERS data.

Union representation and job quality in the UK finance sector

Kim Hoque, in collaboration with Unite and with colleagues from Royal Holloway University of London and Cass Business School, completed research on the influence of union representative presence on employee perceptions of job quality, and on whether the relationship between onsite representatives and job quality is explained by union voice effects. The analysis, based on a survey of union members in the UK finance sector, demonstrates that employee perceptions of several dimensions of job quality are better where an onsite representative is present, and that this can be explained by the higher perceptions of union collective voice that onsite representatives engender.

Human Resource practices in MNCs

Two projects are underway exploring HRM issues in MNCs.

First, Duncan Adam, along with colleagues in the UK, Canada and Australia, is conducting ongoing research on the contemporary human resource management and employment relations practices of Japanese multi-national corporation subsidiaries. Drawing on evidence from four countries, the research examines if Japanese MNC subsidiaries still utilise the HRM and ER practices (seniority based wages, life-time employment and company based unionism) that were pre-eminent within such organisations during the 1980s. The research is based on a sample of 665 MNCs operating in Canada, UK, Spain and Australia and tests five hypotheses that examine differences between Japanese and Western MNC (French, American, British and German) subsidiaries in relation to management control, union arrangements, worker involvement, remuneration and consensual decision making. It also explores the extent to which the employment practices of Japanese MNCs in these four countries are informed by the institutional context of the home country. Findings demonstrate that Japanese MNCs are more likely to use personal forms of control in their foreign subsidiaries relative to MNCs of other nationalities (with the exception of French MNCs) and less likely to use procedural forms of control such as HR information systems. In regard to the recognition of trade unions, Japanese MNCs are not found to be significantly different from other countries. There is no evidence to suggest that Japanese MNCs are distinctive on the measures of worker involvement for which have been investigated. Japanese MNCs are distinctive in relation to pay systems and practices, however, being less likely to operate share ownership schemes, profit sharing or share options. Looking at consensual decision making, Japanese MNCs are more likely to adopt non-union collective structures in their non-union subsidiaries than UK and US counterparts.

Second, Geoff Wood is engaged in research exploring variations in HR practice across and within national boundaries based on survey evidence. A central finding is that of persistent differences, pressures to liberalization notwithstanding, and of bounded diversity within and between capitalist archetypes.

High performance work systems and workplace performance in small, medium-sized and large firms

Kim Hoque, along with colleagues at Nottingham Business School, Cass Business School and Universitat Jaume I, Castellon, is engaged in research on the HPWS-performance relationship in small, medium-sized and large firms that draws on organisational growth and development (OGD) models to extend understanding of congruence or 'best fit' theory in strategic HRM. Analysis of data from the British Workplace Employment Relations Survey demonstrates that there is no association between high performance work systems (HPWS) and workplace performance in medium-sized firms at stage 2 (functional growth), in contrast to the positive relationship between HPWS and performance found in large firms and between HPWS and labour productivity in small firms at stage 1 (initiation). The apparent ineffectiveness of HPWS in medium-sized firms appears to highlight the difficulties these firms encounter in terms of the loss of direct control over employees, limited economies of scale and resource poverty particularly in relation to the lack of managerial skills.

Agency working in core organisational roles: the feasibility of a 'commitment' HR approach

Kim Hoque, along with colleagues at Leeds University Business School and Birmingham Business School, is engaged in research that explores how organisations seek to generate organisational commitment among agency workers in core organisational roles. While one response might be for organisations to apply aspects of a 'commitment HR' approach (normally reserved for the core workforce) to groups such as freelance and agency workers, little is known about what this approach

might consist of, the role played by different actors (including Temporary Work Agencies) in its development, or the conditions that shape its development. This research addresses these concerns, focusing on agency working in core nursing and qualified social worker roles across six case study organisations in the health and social care sectors in England. The findings show that while aspects of a 'commitment' HR approach have emerged, its development is piecemeal. TWAs are only partially involved and its implementation is subject to a number of wider organisational and institutional constraints. Key contributions of the paper are that it develops a model to understand these dynamics and advances wider understanding of the challenges faced by organisations in seeking to adjust to situations where there is a mismatch between 'make or buy' theory and practice.

HPWS in family firms

Kim Hoque and Shainaz Firfiray, along with colleagues from Cass Business School and Birmingham Business School, are conducting research drawing on the 2011 Workplace Employment Relations Survey that explores the adoption of high performance work systems (HPWS) in family-owned firms. The analysis demonstrates that HPWS are more widely adopted in non-family firms than in family-owned firms. The lower adoption of HPWS in family non-managed (FNM) firms can be explained by the industries into which they cluster and their lower rates of union recognition. The lower adoption of HPWS in family owned and managed firms (FOM) firms can be explained (in part) by their smaller organisational size, the industry sectors in which they are situated, their predominantly UK ownership and their lower rates of union recognition. The research also shows that, in line with their lower principal-agent concerns and higher levels of socio-emotional wealth, FOM firms show a lower propensity to adopt motivation-enhancing practices than do non-family firms.

Private equity, work and employment

Geoff Wood is engaged in research exploring the work and employment consequences of IBOs, based on company data compared against a control group. The key finding is that an IBO type takeover is more likely to result in job losses and reduced productivity.

Doctoral research

IRRU staff continued to supervise a number of doctoral students researching topics in industrial relations during 2013. The students are registered under WBS's doctoral programme. The sixteen students concerned, and the topics of their research, are listed in Appendix B. Two students, Euk Hwan Kim and Emma Stringfellow, were awarded their doctorates following examination.

In January 2014, IRRU, represented by Paul Marginson and students Meryl Bushell and Joyce Mamode, participated in the annual European Doctoral Workshop in Industrial Relations, held in Amsterdam.

European Observatory network

In March 2014, IRRU commenced a new contract as the UK national centre for The European Foundation for the Improvement of Living and Working Conditions (Eurofound). The contract is for four years, running to 2018. Eurofound operates two 'observatories': EurWork and European Monitoring Centre on Change (EMCC). The new contract is held jointly with the Institute for

Employment Research (IER), also based at the University of Warwick. IRRU takes responsibility for the EurWork observatory, while IER is responsible for the EMCC observatory.

EurWork gathers all Eurofound's resources on working conditions and industrial relations, and is supported by a network of European correspondents across all EU Member States and Norway. Eurofound runs two regular surveys on working life issues: the European Working Conditions Survey (EWCS) and the European Company Survey (ECS), which are a further major resource for the observatory.

IRRU's role is to provide up-to-date information on key employment and industrial relations developments, research findings and policy analysis, aimed primarily at practitioners and policymakers at national and EU levels and published online.

IRRU has been the UK national centre for the Observatory since the latter's establishment in 1996. This involves providing a range of inputs including information updates on key UK developments and debates, survey data reports which highlight findings from major national surveys (such as WERS 2011), national contributions to comparative analytical reports which focus on a particular topical issue and its treatment across Europe, and to sectoral representativeness studies which assess the representative capacity of employers' organisations and trade unions across the EU. These various inputs appear as records on EurWork's online database, which is publicly accessible at <http://eurofound.europa.eu/observatories>. During 2014, Duncan Adam was responsible for writing the required material, with further contributions mainly being provided by Mark Hall (following retirement as associate fellow) and associate fellow Mark Carley.

From 2006 to March 2014 IRRU was the UK contributor to the EMCC's Employment Restructuring Monitor (ERM) (<http://www.eurofound.europa.eu/emcc/erm/index.htm>). This involved reviewing press and online sources for UK cases of restructuring that: entailed an announced or actual reduction of at least 100 jobs; involved sites employing more than 250 people and affected at least 10% of workforce; or created at least 100 jobs. Brief details of all such cases were recorded in standardised fact sheets, enabling the compilation of EU-wide statistics comparing countries, sectors, types of restructuring and employment effects. Up to March 2014, ERM factsheets were written by former IRRU research Fellow Sophie Gamwell.

A comprehensive listing of IRRU's inputs to the three observatories during 2014 is contained in Appendix C.

3 PUBLICATIONS AND PRACTITIONER ENGAGEMENT

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.

Academic publications and dissemination

A full list of the publications of IRRU staff and the papers they presented at academic conferences during 2014 is provided in Appendix C. The publications included 3 books, 2 research reports, 40 articles in 24 different refereed journals and 8 chapters in edited books. In addition to refereed

journals in industrial relations, the published articles ranged across journals in several disciplines including management studies, political economy, labour law and sociology. Papers were presented at international conferences across a range of disciplines. Conference and research papers by IRRU staff are made available on IRRU's web-site:

<http://www2.warwick.ac.uk/fac/soc/wbs/research/irru/publications/>

IRRU's research seminar series provides a forum for the presentation of findings and provisional conclusions from ongoing research projects. Most of the speakers are academics from other institutions, though on occasion the speaker is a member of IRRU staff. During 2014 six seminars were held; Jimmy Donaghey and Dimitrinka Stoyanova coordinated the series. In addition, IRRU hosted the inaugural BUIRA Midlands seminar (given by Marek Korczynski) in May.

Practitioner engagement, dissemination and media cites

The Spring 2014 issue of IRRU Briefing was circulated widely amongst the practitioner and academic communities. It carried features on global labour governance by Paul Marginson and Guglielmo Meardi and on responses to the Rana Plaza disaster.

The twelfth annual Warwick-Acas public lecture in honour of Sir Pat Lowry was held at Warwick and given by Guy Ryder, Director General of the ILO. The title of the lecture was 'Relevance of the ILO in the twenty-first century'. It focused on the increased complexity of employment relations and pointed in particular at some often neglected positive developments in dispute resolution and prevention. The lecture is published in the on-line Warwick Papers in Industrial Relations series, available at: <http://www2.warwick.ac.uk/fac/soc/wbs/research/irru/wpir/>

Dulini Fernando (with Laurie Cohen) published an article in 'The Conversation' entitled 'Karma may have a role to play in career progression, but it won't break glass ceilings'. The article explored the interplay between karma, gender and career based on research conducted on highly skilled women workers in the global south

Kim Hoque made several TV and radio appearances: BBC TV News 24 (maternity rights); 3 counties radio (National Minimum Wage); BBC Radio Ulster and BBC Radio 5 live (Zero hours contracts); BBC Radio Scotland (Two Ticks disability symbol).

He has also been widely cited in the print and internet media: *Employee Benefits*, *Bloomberg Business Week*, *HR Review* on the impact of unions on equal opportunities and family friendly practice; *Equal Opportunities Review*, *Morning Star*, *Liverpool Echo*, *All Together Now*, *HR Magazine*, *HR Review*, *Recruiter* on the Two-ticks disability symbol; *HR Magazine*, *Financial Times*, *Daily Mail Online*, *World Finance* on zero hours contracts.

As a result of his media coverage on the Two Ticks symbol, he was invited to the Department of Work and Pensions to discuss the results of the findings. The research on which the media coverage is based is being fed into the DWP's review of Two Ticks.

Geoff Wood's research on private equity has received widespread media coverage (e.g. Financial Times, Bloomberg, television). The research compared the employment and productivity consequences of institutional buyouts against a control group of comparable firms. It was found that private equity funded institutional buyouts led to both job losses and productivity drops. This has led to much public debate, including responses by the BVCA and highly favourable feedback from the GMB.

Manuela Galetto, Kim Hoque and Guglielmo Meardi participated in the inaugural West Midlands Employment Forum in Birmingham.

4 RESEARCH FUNDING

IRRU's research projects are funded from a range of national and European sources, including research councils, governmental organisations, non-governmental organisations and charitable foundations. The sources of funding of new and ongoing projects, and those completed during 2014, are listed in Appendix D.

5 PUBLIC AND PROFESSIONAL ACTIVITIES

Duncan Adam is Research Associate, Advisory, Conciliation and Arbitration Service- Acas (Quantitative analysis pool) August 2014 to July 2015.

David Allen is Senior Associate Editor, *Journal of Management*, and is on the editorial boards of: *Journal of Applied Psychology*; *Personnel Psychology*; *Journal of International Business Studies*; *International Journal of Human Resource Management*; *Journal of Business and Psychology*.

Deborah Dean is member of Academic Reference Group for the Warwick Commission on the Future of Cultural Value.

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

Kim Hoque is member of the guru group advising the Employee Engagement Task Force, established by BIS. He is Associate Editor of *Human Relations* and is on the editorial boards of *Industrial Relations Journal*, *Equal Opportunities International*, *Journal of Vocational Education and Training* and *Scandinavian Journal of Management*. He is an international project adviser to the Japan Institute of Labour Policy and Training.

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*

Guglielmo Meardi is a member of the International Advisory Board of *European Journal of Industrial Relations* and is on the Editorial Boards of *Industrielle Beziehungen*, *Emecon: Employment and Economy in Central and Eastern Europe*, *Przeegląd Zachodni* (Polish Journal of Western European Studies), *Warsaw Forum of Economic Sociology*, *Stato e Mercato*, *E-Journal of International and Comparative Labour Studies* and *Sociopedia.ISA* (on-line encyclopaedia of the International Sociological Association).

Juliane Reinecke is a member of the Editorial Boards of *Organization Studies* and *Organization*. She has also been appointed: Research Fellow, Judge Business School, Centre for Social Innovation; Fellow, Cambridge Institute for Sustainability Leadership, University of Cambridge; and Fellow Governing Responsible Business World Class Research Environment, Copenhagen Business School

Geoff Wood is Editor in Chief of the *British Journal of Management*, Editor of the ABS (EAJG) Journal Ranking Guide, member of the Council of the British Academy of Management, member of the ABS Research Committee and Editorial Board member of *Work Employment and Society*, *Journal of World Business*, *Human Resource Management Journal*, *International Journal of Management Reviews*, *Evidence Based HRM*, and *Leadership and Organization Development Journal*.

Jimmy Donaghey, James Hayton, 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 2014

Academic and Research Staff

Duncan Adam (from May 2014)
David Allen (from May 2014)
Deborah Dean
Linda Dickens**
Jimmy Donaghey
Dulini Fernando
Shainaz Firfiray
Manuela Galetto
Sophie Gamwell (until February 2014)
Stefano Gasparri (from October 2014)
James Hayton (from July 2014)
Kim Hoque
Paul Marginson**
Guglielmo Meardi
Juliane Reinecke
Keith Sisson**
Dimitrinka Stoyanova (until December 2014)
Emma Stringfellow (from October 2014)
Michael Terry**
Geoff Wood
** Emeritus Professor

Support Staff

Val Jephcott IRRU Research Co-ordinator

Associate Fellows

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

Appendix B
Doctoral Researchers and Topics

Anne Antoni	Ethical Behaviours At Work
Rina Binte Muhammad Musta	An Ageing Workforce: Implications for Human Resource Management
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
Euk Hwan Kim	Mechanisms Linking HRM Practices to the Strategic Development of Knowledge Resources in MNCs
Ide Humanitito	Anticorruption Institutional Entrepreneurs in Government Agencies in Indonesia: Internal Auditor Whistleblowing
Seon Hwang	Differences in the experience of Work-Family Conflict (WFC) between White British employees and South Asian employees in the UK
Joyce Mamode	The Contribution of Trade Union Equality Reps to the Workplace Equality Agenda
Jude McNabb	Sex, Power and Academia: Teacher-Student relationships in Higher Education
Valentina Paolucci	Short Term Contract Regulations in a Context of Dynamic Labour Market Demands
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
Emma Stringfellow	A Comparative Study of the Responses of Trade Unions in France, Germany and Sweden to the Discourses and Policies of Managing Diversity
Hendrik Tiesinga	Labs for Systemic Innovation
Fuk Ying Tse	Wage determination in China

Appendix C

IRRU Publications during 2014

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

Books and Reports

D Adam, [J Purcell] and M Hall, *Joint consultative committees under the Information and Consultation of Employees Regulations: A WERS analysis*, Acas: London, 57pp

P Marginson and C Welz 'Changes to wage-setting mechanisms in the context of the crisis and the EU's new economic governance regime' *European Industrial Relations Observatory Online*: <http://www.eurofound.europa.eu/eiro/studies/tn1402049s/tn1402049s.htm>

[A Wilkinson], J Donaghey, [T Dundon and R Freeman], (eds) *Handbook Of Research On Employee Voice*, E Elgar: Cheltenham, 498pp

[A Wilkinson], G Wood and [R Deeg], (eds), *Oxford Handbook of Employment Relations: Comparative Employment Systems*. Oxford: Oxford University Press.

G Wood, [C Brewster and M Brookes], *Human Resource Management and the Institutional Perspective*. New York: Routledge.

Journal articles and book chapters

D G Allen, [J I Hancock, J M Vardaman, and D N Mckee], 'Analytical mindsets in turnover research'. *Journal of Organizational Behavior*, 35, S61-S86 (IRIOP Annual Review Issue).

[L S Albert], D G Allen, [J Biggane and Q Ma], 'Attachment and responses to employment dissolution'. *Human Resource Management Review*, 25, 94-106.

[S Ansari], J Reinecke and [A Spaan], 'How Are Practices Made to Vary? Managing Practice Adaptation in a Multinational Corporation' *Organization Studies* 35, 1313--1341

[A M Artiles] and G Meardi, 'Public opinion, immigration and welfare in the context of uncertainty' *Transfer: European Review of Labour and Research* 20, 53-68.

[A Ataulaha, I Davidson, H Le] and G Wood, 'Corporate Diversification, Information Asymmetry and Insider Trading', *British Journal of Management*, 25, 2: 228-251

[B Beccalli], G Meardi and [M Bacio], 'Varietà delle forme di rappresentanza di cittadini e lavoratori: verso un'analisi internazionale e comparata', *Quaderni di Rassegna Sindacale*, 15:1, 11-25

[C Brewster, M Goergen], and G Wood, 'Ownership Rights and Employment Relations', A Wilkinson, G Wood and R Deeg, (eds.), *Oxford Handbook of Employment Relations: Comparative Employment Systems*. Oxford: Oxford University Press.

[C Brewster, J Walker], and G Wood, 'Diversity Between and Within Varieties of Capitalism', *Industrial and Corporate Change*, 23, 4: 493-533.

[D Collings, M Demirbag, K Mellahi, E Tatoglu] and G Wood, 'High-Performance Work Systems and Organizational Performance in Emerging Economies: Evidence from MNEs in Turkey', *Management International Review*, 54, 3: 325-359.

- [N Cullinane] and J Donaghey, 'Employee Silence' in A Wilkinson et al (eds) *Handbook Of Research On Employee Voice*, E Elgar: Cheltenham
- [N Cullinane], J Donaghey, [T Dundon, T Dobbins and E Hickland], 'Regulating for Mutual Gains? Non-Union Employee Representation and the I&C Directive' *International Journal of Human Resource Management* 25, 810-828
- [E De Thierry, H Lam, M Harcourt, M Flynn] and [G Wood], 'Defined Benefit Pension Decline: The Consequences for Organizations and Employees', *Employee Relations*, 26, 6: 654-673
- J Donaghey, J Reinecke, [C Niforou and B Lawson], 'From Employment Relations to Consumption Relations: Balancing labor governance in global supply chains' *Human Resource Management* 53, 229-252
- [T Dundon, T Dobbins, N Cullinane, E Hickland] and J Donaghey 'Employer occupation of regulatory space of the Employee Information and Consultation (I&C) Directive in Liberal Market Economies' *Work, Employment And Society* 27, 21-39
- [M J Fila, L S Paik, R W Griffeth] and D G Allen, 'Disaggregating job satisfaction: Effects of perceived demands, control, and support'. *Journal of Business and Psychology*, 29, 639-649.
- M Galetto, P Marginson and [C Spieser], 'Collective bargaining and reforms to hospital health care provision: A comparison between the United Kingdom, Italy and France', *European Journal of Industrial Relations*, 20, 2, 131-47
- [M Goergen, N O'Sullivan] and G Wood, 'The Employment Consequences of Private Equity Acquisitions: The Case of Institutional Buy Outs', *European Economic Review*, 71: 67-79.
- [M Harcourt, H Lam] and G Wood, 'US Union Revival, minority unionism, and inter-union conflict', *Journal of Industrial Relations*, 56, 5: 653-671.
- K Hoque and [N Bacon], 'Unions, joint regulation and workplace equality policy and practice in Britain: evidence from the 2004 Workplace Employment Relations Survey', *Work, Employment and Society* 28, 265-284.
- K Hoque, [N Bacon and D Parr], 'Employer disability practice in Britain: assessing the impact of the Positive About Disabled People 'Two Ticks' symbol' *Work, Employment and Society* 28, 430-451.
- [C Lane] and G Wood, 'Capitalist Diversity: Work and Employment Relations', A Wilkinson, G Wood and R Deeg, (eds.), *Oxford Handbook of Employment Relations: Comparative Employment Systems*. Oxford: Oxford University Press.
- P Marginson, [M Keune and D Bohle] 'Negotiating the effects of uncertainty? The governance capacity of collective bargaining under pressure' *Transfer*, 20, 1, 37-52
- [A Martín] and G Meardi, 'Public Opinion, Immigration and Welfare in the Context of Uncertainty', *Transfer*, 14:1, 53-68
- G Meardi, 'The (Claimed) Irrelevance of Employment Relations' *Journal of Industrial Relations*, 56
- G Meardi and P Marginson, 'Global Labour Governance: Potential and Limits of an Emerging Perspective', *Work, Employment and Society*, 28, 4, 651-662
- G Meardi, 'Peripheral Convergence in the Crisis? Southern and Eastern European Labour Markets and Industrial Relations', *Warsaw Forum of Economic Sociology*, 5:1
- G Meardi, 'Arbeitsbeziehungen in der Zerreißprobe? Reformen in Italien und Spanien während der Großen Rezession', *WSI-Mitteilungen*, 6, 430-438
- G Meardi, 'The (Claimed) Irrelevance of Employment Relations', *Journal of Industrial Relations*, 56:4, 594-605

- G Meardi, 'Arbeitsbeziehungen in der Zerreiprobe? Reformen in Italien und Spanien whrend der Groen Rezession', *WSI-Mitteilungen*, 6, 430-438
- G Meardi, 'The (Claimed) Irrelevance of Employment Relations', *Journal of Industrial Relations*, 56:4, 594-605
- G Meardi, 'Employment Relations under External Pressure: Italian and Spanish Reforms during the Great Recession' in M Hauptmeier and M Vidal (eds) *The Comparative Political Economy of Work and Employment Relations* London: Palgrave, pp 332-350
- G Meardi, 'The State' in A Wilkinson, G Wood and R Deeg (eds) *The Oxford Handbook of Employment Relations* Oxford: Oxford University Press, pp 617-636
- G Meardi, 'Le imprese multinazionali' in R Semenza (ed) *Il mondo del lavoro Le prospettive della sociologia* Torino: UTET, pp 120-121
- [M Simms] and D Dean, 'Mobilising contingent workers: the importance of cultures of solidarity' *Economic and Industrial Democracy*
- [M J Tews, J W Michel] and D G Allen, 'Fun and friends: The impact of workplace fun and constituent attachment on turnover in a hospitality context'. *Human Relations*, 67, 923-946.
- [J M Vardaman, M B Gondo] and D G Allen, 'Ethical climate and pro-social rule breaking in the workplace'. *Human Resource Management Review*, 24, 108-118.
- [J Vardaman, P Cornell], D Allen, [M Gondo], M. et al 'Part of the job: The role of work conditions in the turnover process'. *Health Care Management Review*, 39, 163-174.
- [A Wilkinson, T Dundon], J Donaghey and [K Townsend], 'Partnership, collaboration and mutual gains: evaluating context, interests and legitimacy' *International Journal of Human Resource Management* 25, 737-747
- [A Wilkinson], G Wood, and [R Deeg], 'Introduction: Comparative Employment Systems', in A Wilkinson, G Wood and R Deeg, (eds), *Oxford Handbook of Employment Relations: Comparative Employment Systems*. Oxford: Oxford University Press.
- [S E Woo] and D G Allen, 'Toward an inductive theory of stayers and seekers in the organization'. *Journal of Business and Psychology*, 29, 683-703.
- G Wood, [P Dibben and S Ogden], 'Comparative Capitalism without Capitalism, and Production without Workers: The Limits and Possibilities of Contemporary Institutional Analysis' *International Journal of Management Reviews* 16, 384-396.
- G Wood, [K Mazouz, S Yin and J Cheah], 'Foreign Direct Investment from Emerging Markets to Africa - the HRM Context' *Human Resource Management* 53, 179-201.
- G Wood, [T Darwish and S Singh], 'The Impact of Human Resource Practices on Actual and Perceived Organisational Performance in a Middle-Eastern Emerging Market' *Human Resource Management*
- G Wood, [M Demirbag, K Mellahi and E Tatoglu], 'High-Performance Work Systems and Organizational Performance in Emerging Economies: Evidence from MNEs in Turkey' *Management International Review* 54, 325-359.
- G Wood, [M Goergen and N O'Sullivan], 'The Consequences of Private Equity Acquisitions for Employees: New Evidence on the Impact on Wages, Employment and Productivity' *Human Resource Management Journal*, 24, 2, 145-158
- G Wood, [C Brewster and J Walker], 'Diversity Between and Within Varieties of Capitalism' *Industrial and Corporate Change*, 23, 493-533.

G Wood and [A Wilkinson], 'Institutions and Employment Relations' in A Wilkinson, G Wood and R Deeg, (eds), *Oxford Handbook of Employment Relations: Comparative Employment Systems*. Oxford: Oxford University Press.

G Wood and [Z Vitai], 'Strategic Human Resource Management' in G Rees and P Smith, *Strategic Human Resource Management*. London: Sage.

[N Wu, N Bacon] and K Hoque, 'The adoption of High Performance Work Practices in small businesses: the influence of markets, business characteristics and HR expertise', *International Journal of Human Resource Management* 25, 1149-1169.

Forthcoming

[N Bacon] and K Hoque, 'The influence of trade union Disability Champions on employer disability policy and practice' *Human Resource Management Journal*

[F A Bosco], D G Allen and [K Singh], 'Executive attention: An alternative perspective on general mental ability, performance, and subgroup differences.' *Personnel Psychology*.

[C Brewster], G Wood and [M Goergen], 'Institutions, Unionization and Voice', *Economic and Industrial Democracy*, doi 10.1177/0143831X13501004, early online at <http://eid.sagepub.com/content/early/recent>

[N Burgess, G Currie, K Strauss] and G Wood, 'Organizational Ambidexterity and the Hybrid Middle Manager', *Human Resource Management*

[C Cruz], S Firfiray, [M Makri and L R Gomez-Mejia], 'Socioemotional Wealth: An Obstacle or a Springboard to Creativity. Innovation and Entrepreneurship in Family Firms' *Oxford Handbook of Creativity, Innovation, and Entrepreneurship*

D Dean, 'Deviant typicality: gender equality issues in a trade union that should be different from others.' *Industrial Relations Journal*

[P Dibben, G Klerck] and G Wood, 'The Ending of Southern Africa's Tripartite Dream: The Case of South Africa, Namibia and Mozambique', *Business History*

[P Dibben] and G Wood, 'The legacies of coercion and the challenges of contingency: Mozambican unions in difficult times', *Labor History*

[P Dibben], G Wood and [C Williams], 'Towards and Against Informalization: Regulation and Change in Informal Work in Mozambique', *International Labour Review*, accepted for publication, DOI: 10.1111/j.1564-913X.2014.00014.x, early online at <http://onlinelibrary.wiley.com/doi/10.1111/j.1564-913X.2014.00014.x/abstract>

[T Darwish, S Singh], and G Wood, 'The Impact of Human Resource Practices on Actual and Perceived Organisational Performance in a Middle-Eastern Emerging Market', *Human Resource Management* (US/Wiley)

[T Dundon, N Cullinane], J Donaghey, [A Dobbins, A Wilkinson and E Hickland], 'Double-breasting voice systems: An assessment of motives, arrangements and durability', *Human Relations*, 68

[M Goergen, N O'Sullivan] and G Wood, 'The Consequences of Private Equity Acquisitions for Employees: New Evidence on the Impact on Wages, Employment and Productivity', *Human Resource Management Journal* DOI: 10.1111/1748-8583.12032, early online at <http://onlinelibrary.wiley.com/doi/10.1111/1748-8583.12032/abstract>

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

[M Lozano], G Meardi and [A Martin-Artiles], 'International Recruitment of Health Workers: British Lessons for Europe?' *International Journal of Health Services*

P Marginson, 'Coordinated bargaining in Europe: from incremental corrosion to frontal assault?' *European Journal of Industrial Relations* (online early view)

P Marginson and M Galetto, 'Engaging with flexibility and security: Rediscovering the role of collective bargaining', *Economic and Industrial Democracy* Online First

[K Mazouz, S Yin] and G Wood, 'Foreign Direct Investment and Employee Rights in South Eastern Europe', *Cambridge Journal of Economics*

G Meardi, [O Molina and J Gardawski], 'The dynamics of post-democratic transition tripartism. Comparative lessons from Spain and Poland.' *Business History*

[V Peltokorpi] and D G Allen, 'Organizational embeddedness, turnover intentions, and voluntary turnover: The moderating effects of employee demographic characteristics and value orientations'. *Journal of Organizational Behavior*.

[V Pulignano], G Meardi and [N Doerflinger], 'Trade Unions and Labour Market Dualisation: A Comparison of Policies and Attitudes towards Agency and Migrant Workers in Germany and Belgium', *Work, Employment and Society*

J Reinecke and [S Ansari], 'When times collide. Temporal brokerage at the intersection of markets and development', *Academy of Management Journal*

J Reinecke and [S Ansari], 'What is a 'Fair' Price? Ethics as Sensemaking' *Organization Science*

[P Teague] and J Donaghey, 'The Life and Death of Irish Social Partnership: Lessons for Social Pacts' *Business History*, 57

G Wood, 'Structural Crisis and Transitions: Potential Issues and Future Trajectories'. *The Journal of Comparative Economics*

G Wood, [P Dibben and S Ogden], 'Comparative Capitalism without Capitalism, and Production without Workers: The Limits and Possibilities of Contemporary Institutional Analysis', *International Journal of Management Reviews* DOI: 10.1111/ijmr.12025, early online at <http://onlinelibrary.wiley.com/doi/10.1111/ijmr.12025/abstract>

G Wood, [C Brewster and M Goergen], 'Institutions, Unionization and Voice' *Economic and Industrial Democracy* doi 10.1177/0143831X13501004, early online at <http://eid.sagepub.com/content/early/recent>

Warwick Papers in Industrial Relations

[P Edwards], 'Were the 40 Years of 'Radical Pluralism' a Waste of Time? A Response to Peter Ackers and Patrick McGovern', no 99, *Warwick Papers in Industrial Relations*, Warwick Business School, June, 25pp

[G Ryder], 'Relevance of the ILO in the twenty-first century', no 98, *Warwick Papers in Industrial Relations*, Warwick Business School, June, 17pp

Conference Papers and Presentations

[L S Albert], D G Allen, [J E Biggane and Q Ma], 'Attachment and loss of the employment relationship'. Society for Interpersonal Theory and Research. New Haven, June

[N Bacon] and K Hoque, 'Employer disability policy in Britain: the influence of trade union Disability Champions'. BUIRA conference, University of Westminster, June

[T Bilgili, C Calderon], D G Allen and [B Kedia] 'Gone with the wind: A meta-analytic path analysis of executive turnover, its determinants, and post-acquisition performance'. Strategic Management Society, Madrid, September

D Dean and [A-M Greene], 'The puzzle of varying work orientations, as the actress said to the woman bishop'. British Universities Industrial Relations Association Conference, University of Westminster, June.

[B R Dineen], D G Allen and [J E Biggane], 'Best places to work: How "making the list" impacts subsequent recruitment outcomes', Academy of Management, Philadelphia, August

[J I Hancock], D G Allen, [J Vardaman and N Gaffney], The pearly gates: Job search alternatives in the turnover process. Society for Industrial and Organizational Psychology, Honolulu, May

M Galetto, 'Regional Health Systems, Regional Employment Relations? The case of Italy', SASE 2014, July, Chicago and IREC 2014, Dublin, September

K Hoque, [V Wass, N Bacon and M Jones], 'Are high performance work practices disabling? Evidence from the 2011 Workplace Employment Relations Study'. Gender Work and Organisation conference, Keele, June

P Marginson, 'Coordinated collective bargaining in Europe before and during the crisis: From incremental corrosion to open assault?' ISCTE, University Institute of Lisbon, March

P Marginson, 'Coordinated collective bargaining in Europe before and during the crisis: a tale of two Europes' Graduate School of Social and Political Sciences, University of Milan, June

P Marginson and [C Welz], 'Between the Crisis and the EU's economic governance regime: European wage-setting mechanisms under pressure' 2014 IREC Conference, Eurofound, Dublin, September

P Marginson, 'The changing nature of collective employment relations' Manchester Industrial Relations Society 50th Anniversary Conference, University of Manchester, November

P Marginson, 'The changing landscape of European collective bargaining' Conference on the Reform of Joint Regulation and Labour Market Policy during the Crisis, Brussels, December

[J M Vardaman], D G Allen, [J I Hancock, R F Otondo and L M Shore], 'Shared perceptions of organizational support and social comparisons: Implications for turnover'. Academy of Management, Philadelphia, August

[D Wang, P W Hom], and D Allen, 'Avoiding newcomer "hangover": How socialization tactics can reduce declining job satisfaction during early employment'. Academy of Management, Philadelphia, August

[N Wu], K Hoque, [N Bacon and J C Bou], 'High performance work systems and workplace performance in small, medium-sized and large firms'. Academy of Management, Philadelphia, August

Research and other practitioner seminars and presentations

David Allen, 'Big Data and HR', SHRM-Memphis Executive Roundtable, August

David Allen, 'Community Diversity in the Workplace', SHRM-Memphis Executive Roundtable, May

David Allen, 'Cultural Intelligence', SHRM-Memphis Executive Roundtable, February

David Allen, 'The New Normal: Performance Distributions', Memphis IO Psychology, February

D Dean and [A-M Greene], 'As the actress said to the bishop - work orientations can be puzzling', De Montfort University, June.

J Donaghey and J Reinecke 'After Rana Plaza: Building coalitional power for labour rights between consumption and production based actors', Manchester

J Donaghey and J Reinecke 'Managing complexity through experimental institution building: The transnational multi-actor governance response to the Rana Plaza disaster', Leicester

K Hoque, 'Zero Hours Contracts: Myths and Realities', The Future Factory Series: Flexible Workforce Conference. Manchester, July

IRRU/UK contributions to the European Industrial Relations Observatory (EIRO), European Working Conditions Observatory (EWCO) and European Restructuring Monitor (ERM) submitted during 2014

EIRO information updates

January 2014	Government consults on regulating 'zero hours' contracts: M Hall Union call for rigorous inquiry into blacklisting: M Hall Survey highlights employer 'caution' on pay and emphasises flexible employment: M Hall
March 2014	Psychosocial Risk Policy and Social Partner Initiatives: H Newell

ERM fact sheets

209 on corporate restructuring prepared by Sophie Gamwell, Duncan Adam and [Sally Wright, IER].

UK contributions to comparative analytical reports

January	Annual update on pay 2013: M Carley Annual update on working time developments 2013: M Carley
February	National Industrial Relations profile: S Gamwell EIRO/EWCO/ERM – 2013 annual review: M Carley Employment opportunities for people with chronic diseases: H Newell

Quarterly Reports for reporting period

1 Jan – 31 Mar	M Hall
1 Apr– 30 Jun	D Adam
1 Jul– 30 Sep	D Adam
1 Oct– 31 Dec	D Adam

The Quarterly Reports provide updates on important developments, relevant data, analysis and research mainly in the areas of industrial relations and working conditions in the UK. Information provided in the reports is then used to identify the most interesting topics for which Eurofound will commission further short web articles (either Spotlight reports or Research in focus).

Spotlight and Research in Focus reports

October	Key employment law changes come into force: M Hall New research highlights limited impact of ICE regulations: D Adam Survey suggests skills shortages may limit, halt growth: D Adam
---------	--

December Right to request 'flexible working' comes into operation: D Adam

Plans to outlaw exclusivity clauses for zero hours contracts: D Adam

Government report outlines potential reforms for EU social policy role:
M Hall

Representativeness Studies

September Ports: D Adam

Graphical Industries: M Carley

Comparative Analytical Reports

September 2014 Improving working conditions in occupations with multiple
disadvantages: H Newell

October 2014 Developments in collective bargaining and social dialogue into the 21st
century: P Marginson

Working time developments into the 21st Century: D Adam

New topics, new tools, innovative approaches by the social partners: D
Adam

Regulation of labour market intermediaries and role of Social Partners in
preventing trafficking of labour: D Adam

Appendix D

Research Funding

New, ongoing and completed grants during 2014

European Foundation (P Marginson) Network of European Observatories	£68,604	01/03/13- 30/04/14
European Foundation (P Marginson) Additional Reporting services for the Observatory network	£6,281	30/09/13- 31/05/14
European Foundation (P Marginson) Comparative analytical report: wage setting mechanisms in the context of the crisis and the new economic governance	£12,804	17/09/13- 31/05/14
British Academy (D Stoyanova) Academic Research on the Working Lives of Freelance Comedy Performers	£5,497	01/04/12- 31/03/14
European Foundation for the Improvement of Living and Working Conditions (Eurofound) Network of European Observatories – UK Correspondent. (P Marginson - transferred to J Donaghey)	EUR518k	01/05/2014- 28/02/2018
British Academy -Society for Advancement of Management Studies (J Donaghey and J Reinecke) Looking at the response to Rana Plaza.	£10,000	01/09/2014- 31/08/2015