



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

Annual Update, 2015

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 2015. In order to maintain regular contact and elicit feedback, this Annual Update covers the main developments and activities of 2015, in a less formal and exhaustive way, for the perusal of colleagues, University administration and advisory board.

OVERVIEW

Three main themes frame IRRU's current research. Main developments under each theme during 2015 included:

❖ *Europeanisation and internationalisation of employment relations*

In January, we started the 2-year project AIRMULP (Active Inclusion and industrial relations from a multi-level governance perspective), funded by the European Commission's DG Employment, Social Affairs and Inclusion. The project team is made of Guglielmo Meardi, Manuela Galetto, and a newly appointed researcher, Anna Mori. During the first year, desk research and fieldwork has been conducted in the UK and France, interviewing social partners and policy makers to investigate their role in the national active inclusion strategies and plans, in particular on income support and active labour market policies. The project is coordinated by the University of Florence and also involves the University of Amsterdam and the Autònoma University of Barcelona. Data were collected by our partners on the European level, the regional level and from Italy and Spain. During 2016, we will extend the research to Sweden and Poland. The early findings point at diverging national trends in the involvement of social partners and in the discourse about active inclusion, despite EU-level common recommendation and framework agreements on Active Inclusion.

Paul Marginson and Guglielmo Meardi started work on the project 'Euro-strains', funded by the Norwegian Research Council of Norway and co-ordinated by the FAFO centre in Oslo. The project focuses on collective bargaining changes during the Euro-crisis in the Northern part of the Europe (UK, Netherland, Norway, Sweden, Germany, Poland), which is often presented as a model for the crisis-hit countries of Southern Europe. The research focuses on the metalworking, construction and industrial cleaning sectors, covering a variety of labour market problems, and focuses on the changing interrelation between collective bargaining and legal regulation of wages.

Juliane Reinecke and Jimmy Donaghey were successful in an application to the Warwick-Monash Alliance for a joint project with the University of Monash on sustainability in the supply chain of the Bangladesh ready-made garment industry.

Manuela Galetto was successful in an application to the European Commission's DG Employment, Social Affairs and Inclusion, jointly with the Universities of Durham, Cardiff and Gothenburg, for a project on the links between European and national sectoral social dialogue in

the hospitals and metalworking sector. The 'SPEED' project, funded with €290,000 of which €29,000 for the Warwick's part, will run in 2016-18.

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

Kim Hoque is conducting research on the barriers faced by disabled people in the workplace, on the support offered by employers for the carers of disabled people and on the impact of the recession on disabled people using data from the Workplace Employment Relations Study.

❖ *Employee representation and employee voice*

Guglielmo Meardi started a British-Academy funded project on 'The Representation of the Losers of the Crisis', comparing developments in UK, Germany and Italy and involving Duncan Adam in IRRU, Mel Simms at the University of Leicester, and colleagues from the Universities of Milan, Rome, and Nurnberg-Erlangen. The early findings point at deep differences in the demographic characteristics of the most vulnerable groups, but also to a growing attention paid by trade unions to the problems of atypical employment.

IRRU was the first research centre in the country to host a research workshop on the proposed Trade Union Bill. It took place on the 30th of September and it included, among others, research carried out by Kim Hoque and Nick Bacon, on the basis of WERS data, on facility time in the public sector. That research has already had considerable echo among social partners and law-makers (see below under public engagement).

Kim Hoque is commencing research on the employment implications of private equity, involving matching the Centre for Management Buyout Research database to WERS.

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 thirteenth annual Warwick-Acas lecture in honour of Sir Pat Lowry was Bernadette Ségol, General Secretary of the European Trade Union Confederation.

The details of externally-funded research contracts during 2015 is listed in Appendix D. Two more contracts (Jimmy Donaghey and Juliane Reinecke's from the ESRC Impact Acceleration Award of £19,993, and Manuela Galetto's European Commission-funded project SPEED for €29,000) will start in 2016.

STAFFING

There are currently 15 academic staff in IRRU, thirteen of whom are also active in teaching in the Warwick Business School. This is a welcome increase on previous years. IRRU also has 12 associate fellows and four Emeritus Professor members. IRRU's membership during 2013 is listed in Appendix A.

During 2015, IRRU was joined by Claire Evans and Anna Mori (Research Fellows), Achim Krausert (Assistant professor) and Jude McNabb (Teaching Fellow). They bring into IRRU a wide range of expertise in particular on employment policies, on the public sector, on HRM and on equality and diversity. Professor Ian Kirkpatrick, a prominent expert of public sector employment relations, will join WBS and IRRU from Leeds University Business School in the Spring of 2016.

During the same year, Duncan Adam left his IRRU Research Associate post but remained in the Unit as a doctoral researcher. Emma Stringfellow left Warwick for a permanent post at Coventry University. James Hayton moved to the post of Dean of the School of Management and Labor Relations at Rutgers University, but maintained a 20% employment with Warwick University.

DOCTORAL RESEARCH

IRRU staff continued to supervise a number of doctoral students researching topics in industrial relations during 2015. The students are registered under WBS's doctoral programme. The thirteen students concerned, and the topics of their research, are listed in Appendix B. Three students, Meryl Bushell, Valentina Paolucci and Jude McNabb, were awarded their doctorates following examination.

In February 2015, IRRU, represented by Kim Hoque and student Victoria Jelcic, participated in the annual European Doctoral Workshop in Industrial Relations, being held in Budapest.

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 (published as Warwick Industrial Relations paper nr 101) was presented to David Fox and Melissa Finch from the Cabinet Office, the lead policy officials for the facility time provisions in the TU Bill. The paper has also been disseminated to a number of MPs in the House of Commons as well as members in the House of Lords, and it was cited in the House of Lords by Lord Monks and Lord Foulkes of Cumnock. The paper's findings have been taken up by a number of leading trade unionists at national and local level, including John Earls (Unite – cited the paper in their submission on productivity to the Smith Institute), Sarah Veale (TUC), Jane Nellist (Coventry NUT – who used the research in arguing against reductions in facility time at Coventry City Council), Unison (who quoted their research in their written submission to Parliament in the consultation on the Bill).

Kim Hoque appeared on BBC TV and Radio channels on the living wage, zero-hour contracts and Trade Union Bill, and was cited, among others, by Financial Times and Daily Mail. Guglielmo Meardi was present on BBC radio and BBC website on the living wage and on the Trade Union Bill, as well as on a number of European media on the implications of the Polish national elections.

Jimmy Donaghey and Juliane Reinecke successfully applied for an ESRC Impact Acceleration Award (£19,993) to work with the Ethical Trading Initiative in terms of developing a social dialogue model in the Bangladesh Ready Made Garment sector. This builds on work already carried out and presented at the ETI Category group meeting, which engaged with brands and unions over the response to Rana Plaza. Donaghey and Reinecke also presented their research on post-Rana Plaza at a Warwick 50th Anniversary event in Brussels.

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.

In 2015, 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, which will be published in

2016 (30:4) and is partly based on the Work, Employment and Society Conference held at Warwick in 2013.

The main 2015 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 2015, the following were published:

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

No 102 Mark Hall, John Purcell and Duncan Adam: Reforming the ICE regulations – what chance now?

No 101 Kim Hoque and Nick Bacon: Workplace union representation in the British public sector: Evidence from the 2011 Workplace Employment Relations Survey

No 100 Bernadette Ségol: Social Europe: Yesterday, today and tomorrow

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. Most of the speakers are academics from other institutions; on occasion the speaker is a member of IRRU staff.

PROFESSIONAL ACTIVITIES

Jimmy Donaghey was part of a keynote panel on employee voice at the BUIRA conference in June 2015 and an invited plenary speaker at the December 2015 Melbourne School of Government and "50 Years after Donovan Conference" in Oxford 2015. He gave research seminars at Griffith University, Monash University and the University of Sydney.

Guglielmo Meardi was an invited speaker at the Conference in Honour of Walther Müller-Jentsch in Bochum in November.

Jimmy Donaghey is member of ESRC's Peer Review College that assesses research grant applications in business and management studies.

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*

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*.

Kim Hoque was invited by Hon. Justice Michael Walton (President of the Industrial Court of NSW) to give a keynote address at the President's Forum, Industrial Relations Commission of New South Wales, Sydney, Australia, 20th August (Hoque, K. (2015) Exploring Disability Disadvantage: how can the workplace be made more inclusive for people with disability?).

Kim Hoque was invited to chair a Westminster Employment Forum Keynote Seminar: Disability in the workplace - priorities for policy. November

Guglielmo Meardi is member of the International Advisory Board of *European Journal of Industrial Relations* and of the Editorial Boards of *Industrielle Beziehungen*, *Emecon: Employment and Economy in Central and Eastern Europe*, *Przegląd 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).

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

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, Juliane Reinecke and Shainaz Firfiray are CIPD academic members.

Appendix A

IRRU Staff during 2015

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
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: Employer provision, employee take-up and associated outcomes for employers and employees
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
Ide Humantito	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
Mary Ann le Lean	Recruitment within the arts sector: How far does social capital theory explain senior management appointments within a sector that appears to be addressing gender imbalance at executive level?
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
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

Appendix C

Journal articles

- Albert L S, Allen D G, Biggane J and Ma Q (2015) 'Attachment and responses to employment dissolution', *Human Resource Management Review*, 25.
- Bacon N and Hoque K (2015) 'The influence of trade union Disability Champions on employer disability policy and practice', *Human Resource Management Journal*, 25 (2).
- Bosco F A, Allen, D G and Singh K (2015) 'Executive attention: An alternative perspective on general mental ability, performance, and subgroup differences', *Personnel Psychology*, 68.
- Dean, D (2015) 'Deviant typicality: gender equality issues in a trade union that should be different from others.' *Industrial Relations Journal* 46.
- Dineen B D and Allen D G (2016) 'Third party employment branding: Human capital inflows and outflows following 'Best Places to Work' certifications' *Academy of Management Journal* (forthcoming)
- Fernando, W D A and Cohen L (2015) Exploring career advantages of highly skilled migrants: a study of Indian academics in the UK. *International Journal of HRM*. (Early view)
- Fernando, W D A and Cohen L (2016) Poachers and gamekeepers: processes of class-based organizational closure and usurpation in Sri Lanka's emerging private sector. *International Journal of HRM* (Early view)
- Hoque K, Earls J, Conway N and Bacon N (2016) 'Union representation, collective voice and job quality: an analysis of a survey of union members in the UK finance sector', *Economic and Industrial Democracy* (forthcoming)
- Krausert A (2015) HRM signals for the capital market. *Human Resource Management* (Early view)
- Levy D, Reinecke J and Manning S (2015) 'The Political Dynamics of Sustainable Coffee: Contested Value Regimes and the Transformation of Sustainability', *Journal Of Management Studies* (Early View)
- Lozano R, Meardi G and Martin A (2015) 'International Recruitment of Health Workers: British Lessons for Europe?' *International Journal Of Health Services* 45 (2)
- Marginson P (2015) 'Coordinated bargaining in Europe: from incremental corrosion to frontal assault?' *European Journal of Industrial Relations* 21 (2)
- Marginson P (2015) 'The changing nature of collective employment relations' *Employee Relations* 37(6)
- Marginson P and Welz C (2015) 'European wage-setting mechanisms under pressure: negotiated and unilateral change and the EU's economic governance regime' *Transfer* 21 (4)
- Marginson P, Galetto M (2016) 'Engaging with Flexibility and Security: Rediscovering the role of collective bargaining', *Economic and Industrial Democracy*, 37 (1)
- Meardi, G, Donaghey, J and Dean, D (2016) 'The Strange Non-Retreat of the State: Implications for the Sociology of Work', *Work, Employment and Society*, 30:4
- Meardi G, Molina O and Gardawski J (2015) 'The dynamics of post-democratic transition tripartism. Comparative lessons from Spain and Poland', *Business History*, 57 (3)

Peltokorpi V, Allen D G and Froese F (2015) ,Organizational embeddedness, turnover intentions, and voluntary turnover: The moderating effects of employee demographic characteristics and value orientations', *Journal of Organizational Behavior*, 36.

Pulignano V, Meardi G and Doerflinger N (2015) '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*, 29:5

Reinecke J and Donaghey J (2015) 'After Rana Plaza: Building coalitional power for labour rights between unions and (consumption-based) social movement organisations" *Organization* 22

Reinecke J and Ansari, S (2015) 'What is a 'Fair' Price? Ethics as Sensemaking', *Organization Science* (Forthcoming)

Reinecke J and Ansari S (2015) 'When times collide. Temporal brokerage at the intersection of markets and development' *Academy of Management Journal* 58.

Reinecke J and Ansari S (2015) 'Taming Wicked Problems: The Role of Framing in the Construction Of Corporate Social Responsibility' *Journal Of Management Studies* (Early view)

Simms M and Dean D (2015) 'Mobilising contingent workers: the importance of cultures of solidarity' *Economic and Industrial Democracy* 36.

Teague P and Donaghey J (2015) 'The Life and Death of Irish Social Partnership: Lessons for Social Pacts', *Business History* 57.

Vardaman J, Allen D G, Taylor S and Gondo M (2015) 'Translating turnover intentions to turnover behavior: The moderating role of network centrality' *Organization Science*, 24.

Wu N, Hoque K, Bacon N and Bou J C (2016) 'High performance work systems and workplace performance in small, medium-sized and large firms', *Human Resource Management Journal* (Forthcoming)

Zimmerman R D, Swider B W, Woo S E and Allen D G (2016) 'Who withdraws? Psychological individual differences and employee withdrawal behaviors', *Journal of Applied Psychology* (Forthcoming)

Book Chapters

Ansari, S., Reinmoeller, P. and J. Reinecke (2015) 'Excellence and intelligence: managing practice adaptation in organizations and fields' In: *Handbook of Research on Management Ideas and Panaceas*.

Charlwood, A. and Hoque, K. (2016) 'Managing People: Understanding the theory and practice of HRM'. In Wilkinson A. et al. *Oxford Handbook of Management* (forthcoming)

Cruz, C., Firfiray, S., Makri, M., & Gomez-Mejia, L.R. (2015) 'Socioemotional Wealth: An Obstacle or a Springboard to Creativity. Innovation and Entrepreneurship in Family Firms', *Oxford Handbook of Creativity, Innovation, and Entrepreneurship*.

Marginson P and Keune M (2015) 'European social dialogue as multi-level governance: towards more autonomy and new dependencies' In J-C Barbier, F Colomb and R Rogowski (eds) *The Sustainability of the European Social Model* Cheltenham: Edward Elgar.

Meardi G (2016) '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 (forthcoming)

Reinecke, J. and J. Donaghey (2015) 'The 'Accord for Fire and Building Safety in Bangladesh' in response to the Rana Plaza disaster'. In: *Global Governance of Labour Rights*, Edited by Axel Marx, Glenn Rayp, Laura Beke and Jan Wouters. Cheltenham: E Elgar.

Reinecke, J. (2015) "The politics of values: a case study of "conflict-free" gold"
Making Things Valuable. Edited by Kornberger, M, Justesen, L, Madsen, A and Mouritsen J. Oxford.

Appendix D

Externally-funded research contracts

Funding body	Contract/Project	Funded Period	Budget for 2015
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	£66,945
British Academy	Representation of the Losers of the Crisis	2015-16	£9,447