

# Decent Work

This page intentionally left blank

# Decent Work: Opportunities and Challenges

EDITED BY

**FIONA CHRISTIE**

*Manchester Metropolitan University, UK*

**MARILENA ANTONIADOU**

*Manchester Metropolitan University, UK*

**KEVIN ALBERTSON**

*Manchester Metropolitan University, UK*

And

**MARK CROWDER**

*Manchester Metropolitan University, UK*



United Kingdom – North America – Japan – India – Malaysia – China

Emerald Publishing Limited  
Howard House, Wagon Lane, Bingley BD16 1WA, UK

First edition 2021

Copyright © 2021 by Emerald Publishing Limited

**Reprints and permissions service**

Contact: [permissions@emeraldinsight.com](mailto:permissions@emeraldinsight.com)

No part of this book may be reproduced, stored in a retrieval system, transmitted in any form or by any means electronic, mechanical, photocopying, recording or otherwise without either the prior written permission of the publisher or a licence permitting restricted copying issued in the UK by The Copyright Licensing Agency and in the USA by The Copyright Clearance Center. Any opinions expressed in the chapters are those of the authors. Whilst Emerald makes every effort to ensure the quality and accuracy of its content, Emerald makes no representation implied or otherwise, as to the chapters' suitability and application and disclaims any warranties, express or implied, to their use.

**British Library Cataloguing in Publication Data**

A catalogue record for this book is available from the British Library

ISBN: 978-1-80117-587-6 (Print)

ISBN: 978-1-80117-586-9 (Online)

ISBN: 978-1-80117-588-3 (Epub)



**ISOQAR**  
REGISTERED

Certificate Number 1985  
ISO 14001

ISOQAR certified  
Management System,  
awarded to Emerald  
for adherence to  
Environmental  
standard  
ISO 14001:2004.



INVESTOR IN PEOPLE

*We dedicate this book to:  
Colleagues in the Decent Work and Productivity Research Centre at Manchester  
Metropolitan University who have enabled its creation.  
All those in Society who are campaigning to secure Decent Work as a key building  
block for the post-pandemic recovery.*

This page intentionally left blank

# Table of Contents

List of Figures and Tables	ix
About the Contributors	xi
List of Contributors	xv

## Part 1 Setting the Scene: Decent Work

<b>Chapter 1 Prologue – In Search of Decent Work</b>	3
<i>Marilena Antoniadou, Mark Crowder, Fiona Christie and Kevin Albertson</i>	
<b>Chapter 2 What Is Decent Work? A Review of the Literature</b>	11
<i>Lucy Brill</i>	
<b>Chapter 3 The History and Future of Work</b>	27
<i>Kevin Albertson, Christina Purcell and Richard Whittle</i>	
<b>Chapter 4 The Development of the Decent Work Scale as a Cross-cultural Measure of Decent Work</b>	41
<i>Vanessa Dodd and Ciaran Burke</i>	

## Part 2 Organizational and Policy Drivers: Opportunities for Decent Work

<b>Chapter 5 Decent Work: Gender and Equal Opportunity Policies and Outcomes</b>	53
<i>Maria Allen</i>	

**Chapter 6 The Role of International and Integrated Sustainability Frameworks in Enhancing Decent Work and Employee Value** 69  
*Janet Haddock-Fraser*

**Chapter 7 Entrepreneurship Skills Needs and Policies: Contribution to Decent Work** 83  
*Sumona Mukhuty and Steve Johnson*

**Part 3 Atypical Jobs: A Challenge to Decent Work**

**Chapter 8 Indecent Work? The Rise of Digital Platform Work in France and the United Kingdom** 99  
*Christina Purcell and Reece Garcia*

**Chapter 9 Musicians' Work: Creativity, Community and Insecurity** 113  
*Jason Woolley and Fiona Christie*

**Chapter 10 Structural Barriers to Achieving Decent Work in the Greek Hospitality Industry: A Critical Employment Relations Approach** 129  
*Orestis Papadopoulos*

**Chapter 11 Epilogue – Preparing for the 'New Normal'** 141  
*Mark Crowder, Marilena Antoniadou, Kevin Albertson and Fiona Christie*

Index 147

## List of Figures and Tables

Figure 6.1.	The Sustainable Development Goals (SDGs).	71
Figure 6.2.	Integrated Reporting Framework (I<IR>F).	77
Table 6.1.	Sustainable Development Goal 8 Targets and Decent Work for All.	72
Table 8.1.	Platform Workers in Selected European Countries.	102

This page intentionally left blank

## About the Contributors

**Kevin Albertson** is Professor of Economics at Manchester Metropolitan University with a background in statistics and political economics. He is co-author/editor of five books, including the Haynes Guide 'How to Run the Country'. Kevin's recent work considers the impact of globalized liberal markets on the political-economic prospects of the UK; the ways, means and implications of privatization and marketization in the public sector; and the development of social, and responsible, innovation.

**Dr Maria Allen** is a Principal Lecturer at Manchester Metropolitan University. Maria's research interests lie in the areas of employee voice, gender, equal opportunity and diversity management policies, comparative capitalisms and institutions. She has published in leading journals such as *British Journal of Management*, *International Journal of Human Resource Management* and *Socio-Economic Review*. Within the Faculty of Business and Law she has held a number of management posts and is currently the Faculty Lead for Employability, having responsibility for the employability strategy of the Faculty and enabling her to implement interventions to enhance student employability.

**Dr Marilena Antoniadou** is a Reader at the Department of People and Performance of Manchester Metropolitan University. She specializes in the role of emotions and emotional (self-)management in the workplace. She is the holder of the Newer Researchers Award for 2015 by the Society of Research into Higher Education. She is also a Senior Fellow of the Higher Education Academy, a Chartered Academic member of the CIPD, a member of the CMI, a Certified Management and Business Educator and a committee member of North-West committee of the Association for Business Psychology. She has published within the fields of educational management and organizational psychology.

**Dr Lucy Brill** is the Director of the international gender and labour rights NGO, Homeworkers Worldwide (HWW). She joined HWW in 2017, initially leading a study of working conditions in UK garment manufacturing, and completing gender reviews for two corporate members of the UK's Ethical Trading Initiative. Lucy's doctoral thesis (Bradford, 2004) explored gender and precarious work within a globalizing world, based on fieldwork in the UK and Chile. Prior to re-joining HWW in 2017 she worked for Oxfam on poverty in the UK (2007–2014), and as a researcher at universities in Bradford (2003–2007) and Manchester (2015–2017).

**Dr Ciaran Burke** is an Associate Professor of Higher Education at the University of the West of England. His research focuses on access to higher education and graduate employment. Adopting a Bourdieusian theoretical lens, he has published extensively on issues including graduate employment, social justice and social theory.

**Dr Fiona Christie** is a Careers Professional who has moved into a research career. She is a Researcher in the Decent Work and Productivity Research Centre at Manchester Metropolitan University. Her professional life included advice and guidance, teaching and management in higher education. Her research areas include career studies, higher education, employability, graduate careers, and young people's working lives. She is the director of Research and Knowledge for the Association of Graduate Careers Advisory Services and is a Fellow of the National Institute of Careers and Educational Counselling.

**Dr Mark Crowder** is Education Lead for the Department of Strategy, Enterprise and Sustainability at Manchester Metropolitan University in the UK. He is also a Senior Lecturer in Strategy and Business Psychology. He has more than 20 years' management experience, and studied at Liverpool John Moores University and the University of Liverpool before gaining his PhD in cognitive psychology at the University of Chester. He is a Senior Fellow of the Higher Education Academy and a Fellow of the Chartered Management Institute. Mark's research interests are split between educational management and cognitive psychology.

**Vanessa Dodd** is a Principal Lecturer within the School of Social Sciences at Nottingham Trent University. Her research interests are survey design, the HE student experience, school to work transitions and working lives. She received her degrees from Clemson University where she trained as an Applied Sociologist. She is a Senior Fellow of the Higher Education Academy.

**Dr Reece Garcia** is a Senior Lecturer of Employment Relations and HRM at Manchester Metropolitan University. His research focuses primarily on the effects of redundancy, both in terms of identity and behavioural responses, particularly through the lens of gender and class. Situated in the People and Performance department, Reece is also interested in what constitutes 'decent work' in the contemporary labour market.

**Professor Janet Haddock-Fraser** is Professor of Sustainability and Leadership at Manchester Metropolitan University and a Board member for the (1) Land Trust and (2) Peak District National Park Authority, in both of which she focuses on human resources and social-environmental sustainability. Between 2016 and 2020 she was Chair of Trustees for the Environmental Association for Universities and Colleges (EAUC), a role which included judging Green Gown awards for sustainability reporting using the SDGs and Integrated Reporting. Her research spans leadership and decision-making for sustainability in its widest sense, with outputs including *Leadership for Sustainability in Higher Education*, 2018 (Bloomsbury), and *WTO and Environmental Related International Trade Disputes*, 2019 (World Scientific).

**Professor Steve Johnson** is Professor of Entrepreneurship at Sheffield Hallam University. His research focuses on the role of entrepreneurship and SMEs in job creation and economic development and the impact of policies to promote entrepreneurship and skills development at local and regional levels. He has published widely in journals including *Work, Employment and Society* and *Human Relations*, and he has undertaken applied research, evaluation and consultancy projects for several UK government departments and agencies, the European Union and OECD. His recent work explores the impact of research on policy and practice, with a particular focus on the role of business schools.

**Dr Sumona Mukhuty** is a Principal Lecturer at Manchester Metropolitan University. Her research interests include SME growth, leadership, humanitarian issues, workplace emotions and health care. She has worked on projects funded by the Department of Business, Innovation and Skills, UK and the European Fund. She is a member of the Research Centre for Decent Work and Productivity, and has worked as the Work in Small Enterprise platform lead. She is currently, Chair of the Organisational Psychology, special interest group at the British Academy of Management (BAM). She has also received awards for her research, from the Northern Leadership Academy and BAM.

**Dr Orestis Papadopoulos** is a Senior Lecturer in Human Resource Management and Employment Relations at Manchester Metropolitan University. His research includes comparative employment relations, trade unions, political ideologies, youth employment, precarious work and violation of employment rights. His research has featured in academic journals including *European Journal of Industrial Relations*, *Economic and Industrial Democracy* and *Industrial Relations Journal*.

**Dr Christina Purcell** is Lecturer in the Department of People and Performance at Manchester Metropolitan University and a member of the Work and Working Lives platform of the university's Decent Work and Productivity Research Centre. She has researched and published papers on agency labour in France and more recently had work published on the platform economy. Her interests lie in the changing forms of work under neoliberalism and how precarious work in experienced and responded to across variegated national forms of capitalism.

**Dr Richard Whittle** is a Principal Lecturer in the Faculty of Business and Law at Manchester Metropolitan University. He is an economist who teaches economics at all levels as well as on various professional and industry qualifications. Following a research career in industry where his consultancy reports were used to develop firms' strategy in negotiating with local government throughout the UK, he entered academia and completed a PhD in Economics and Econometrics at the University of Keele.

**Dr Jason Woolley** is a part-time Lecturer in the Faculty of Arts, Science and Technology at Glyndŵr University. His PhD was sponsored through competitive bursary by MYRIAD (Manchester) and awarded by Manchester Met in 2011. Research interests include employability in the Creative Industries and beyond.

*xiv About the Contributors*

Jason is also a practising professional musician and works freelance composing and producing music and sound from his own professional studio called Wanderlust Sound ([www.wanderlustsound.co.uk](http://www.wanderlustsound.co.uk)). His music and sound productions have been published and broadcast by the BBC, ITV, RSL Awards, Trinity College London, Music Sales Ltd, Fortuna Pop and more.

## List of Contributors

Kevin Albertson	Manchester Metropolitan University, UK
Maria Allen	Manchester Metropolitan University, UK
Marilena Antoniadou	Manchester Metropolitan University, UK
Lucy Brill	Director, Homeworkers Worldwide
Ciaran Burke	University of the West of England, UK
Fiona Christie	Manchester Metropolitan University, UK
Mark Crowder	Manchester Metropolitan University, UK
Vanessa Dodd	Nottingham Trent University, UK
Reece Garcia	Manchester Metropolitan University, UK
Janet Haddock-Fraser	Manchester Metropolitan University, UK
Steve Johnson	Sheffield Hallam University, UK
Sumona Mukhuty	Manchester Metropolitan University, UK
Orestis Papadopoulos	Manchester Metropolitan University, UK
Christina Purcell	Manchester Metropolitan University, UK
Richard Whittle	Manchester Metropolitan University, UK
Jason Woolley	Glyndŵr University, United Kingdom