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**NEW ZEALAND  
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**A KAUPAPA MĀORI APPROACH TO HUMAN  
RESOURCE MANAGEMENT PRACTICES IN  
AOTEAROA WORKPLACES**

**2020**

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# EXECUTIVE SUMMARY

While the links between High Performance Work Systems (HPWS) and firm performance and employee outcomes are established, this study extends the literature by (1) exploring whether firms in Aotearoa/New Zealand provide Māori (the indigenous people of Aotearoa) specific HRM practices that target their cultural values and beliefs, (2) empirically tests these practices in combination with traditional HPWS, and (3) determine the effects these Māori HPWS play on the work and wellbeing of Māori employees. Seven case studies were undertaken using a kaupapa Māori research approach, with four case studies on Māori enterprises and three non-Māori. This highlighted that some firms do provide Māori specific HRM practices, and this was used to create a new measure of HPWS that is culturally specific to Māori. We call this Māori *High Performance Mahi Tautoko* (HPMT), representing a bundle of HR practices that support Māori at work.

. Next, a theoretical model was developed and tested building on conservation of resources theory towards understanding how higher levels of Māori HPMT enhance Māori employee job and wellbeing outcomes, including a Māori cultural wellbeing construct. Ultimately, a mediation model was supported with a sample of 477 Māori employees and findings show traditional HPWS and Māori HPMT are both beneficial towards job and wellbeing outcomes, and that the relationship is intertwined. Importantly, these practices are only modestly available and provide scope for Aotearoa/New Zealand firms to provide better HRM practices that enhance the Māori workforce. The implications for HPWS and the management and advancement of Māori employees in Aotearoa is discussed.

# 1 INTRODUCTION

*He aha te mea nui o te Ao?  
he tāngata, he tāngata, he tāngata*  
What is the most important thing in the world?  
it is people, it is people, it is people

The *whakatoki* (proverb) above, highlights the centrality of people from the Māori world view. Despite this cultural value of people, there has been limited empirical exploration of Māori, the indigenous people of Aotearoa/New Zealand (NZ), employee experiences of Human Resource Management (HRM) practices. On the other hand, there is a strong and well-established literature around practices targeting people at work from a western perspective, specifically around human resource (HR) practices. While these have a few different names, they are typically referred to as High Performance Work Systems (HPWS) and are defined as HR practices “designed to enhance employees’ skills, commitment, and productivity” (Datta, Guthrie, & Wright, 2005, p. 135). Harley, Allen, and Sargent (2007) defined HPWS as “the systematic use of mutually reinforcing human resource management (HRM) practices which have an emphasis on selecting the ‘right’ employees, developing their skills, organizing work so that employees have the discretion to solve problems creatively...” (pp. 608-9). Huselid (1995) stated that HPWS can influence employees through building their skills, knowledge, and abilities, which subsequently influences “their motivation, reduce shirking and enhance retention of quality employees while encouraging nonperformers to leave the firm” (p. 635).

Meta-analyses have found HPWS are positively related to organizational performance (Combs et al., 2006; Subramony, 2009; Jiang et al., 2012; Zhai & Tian, 2019), although attention towards employee outcomes is much more fragmented. On one hand, evidence exists showing HPWS enhances employee wellbeing, including reduced stress (Boxall & Macky, 2014; Macky & Boxall, 2008). However, others are critical of HPWS, especially around work intensification and suggest it might be detrimental to wellbeing (Findlay &

Thompson, 2017). However, there is evidence that HPWS can also influence employee outcomes such as job satisfaction (García-Chaset al., 2016) and turnover intentions (Bartram et al.,2012).

Overall, while evidence exists for HPWS influencing employee outcomes they remain untested on the Māori workforce. Evidence shows that Māori employees can experience work outcomes at better levels than other NZ European employees, such as work-life balance (e.g., Haar et al., 2014) or experience similar levels from work but greater benefits, such as work self-esteem effects on job and wellbeing outcomes (Haar & Brougham, 2016). However, other questions beyond the influence of HPWS on Māori employees remain unknown. For example, do Aotearoa firms offer unique HPWS that are specifically targeted to Māori workers? If so, what do these look like and what effects do they have?

The present study responds to calls for testing the nature of HPWS in distinct settings (e.g., Yalabik et al., 2008). Further, Allen, Ericksen, and Collins (2013) have raised calls for further HPWS testing in more unique settings and contexts to provide robust tests of its universalistic nature. Combined, the present study and its focus on HPWS and their influence on Māori employees, as well as exploring HPWS from a Māori perspective, provides unique insights to the literature. We refer to these as *traditional HPWS*, reflecting the standard approach in the literature, and *Māori HPMT*, which reflect those HR practices with a strong cultural focus, here applicable to Māori, then *tautoko* (support) Māori at their *mahi* (work). Consequently, we start this research focus using a *kaupapa* Māori research approach, to ground the research to ensure it is culturally appropriate (Smith, 1999).

Despite several large sample studies in Aotearoa on HPWS (e.g., Boxall & Macky, 2014, n=1016; Macky & Boxall, 2008, n=775) only one study mentions ethnicity (e.g., Macky & Boxall, 2007, n=424), but only that “22 per cent were of non-European Ethnicity” (p. 544). Thus, despite Māori accounting for 16.5% of the Aotearoa population (Statistics New Zealand, 2019a), they have been largely under-represented in the HPWS literature.

The literature has no understanding of the effects HPWS on Māori employees, and there has been no exploration of culturally specific HPWS. Aotearoa makes a unique setting due to the strong cultural focus on Māori within Aotearoa legislation. For example, Haar and Brougham (2013) noted the treaty signed with the British offered Māori “the right to equality and preservation of Māori language and culture” (p. 1144), and this included self-regulation and the duty to consult (Waitangi Tribunal, 2020). Fundamentally, the Aotearoa context is a place whereby Māori-culture specific HPWS could exist. Here, we suggest organisations might offer HR practices that target Māori employees and their cultural beliefs and are tailored specifically to Māori. Given some Māori cultural values such as workplace collectivism have been found to be important to Māori (e.g., Brougham & Haar, 2013; Haar, Roche & Brougham, 2019a), examining whether Aotearoa organisations target HR practices to cultural values is warranted.

Overall, the present study makes four contributions to the literature. First, it explores Māori-specific HPWS, HPMT through seven case studies, with a mixture of traditional firms and Māori centric firms. From this research, a suite of potential Māori HPMT is generated. Second, a large sample of Māori employees across industries, firm sizes, and professions was selected and traditional HPWS and the Māori HPMT constructs were tested on a range of job and wellbeing outcomes. Third, we test a model that includes the known benefits of HPWS in European organisations, with Māori HPMT providing additional effects.

Ultimately, we develop a model that integrates HPWS for Māori, that draws on the benefits of both traditional HPWS and Māori HPMT for Māori employees. However, consistently, there are significant indirect effects from Māori-specific HPWS meaning their effects remain important. Beyond these mediation effects we tested interaction effects between the two HPWS constructs and find four out of eight significant effects, whereby the best employee outcomes (job and wellbeing) occur when Māori employees have high Māori HPMT and high traditional HPWS. Ultimately, the present study offers unique insights into HPWS in the context of Aotearoa and for the first time extends this to indigenous HPWS and their influence on Māori employees.



## 2 THEORETICAL FRAMEWORK

Delery and Roumpi (2017) highlighted that several theories emphasize why HPWS are vital. The present study uses the Conservation of Resources (COR) perspective (Hobfoll, 1989, 2002), as a theoretical lens for understanding how HPWS and specifically those targeting Māori cultural values, will impact job outcomes and wellbeing amongst Māori employees. Hobfoll (1989) argues that COR theory is an integrated model of stress, focused on employee resources. Specifically, the management of resources and how these are gained, lost, or maintained. Hobfoll (2001) defined resources as “those objects, personal characteristics, conditions, or energies that are valued in their own right, or that are valued because they act as conduits to the achievement or protection of valued resources” (p. 339). Hobfoll et al. (2018) argued that resources can be anything that can benefit employees around meeting their goals. As such, having sufficient resources is essential for employees when they must operate in situations of demanding work.

The literature explores many forms of resources which align with Hobfoll (1989), who suggests that what constitutes a resource is broadly interpreted. Indeed, Hobfoll (2001) lists 74 potential resources. Theoretically, an employee is better off if they have more resources (than less). This enhances outcomes because the employee is better able to manage stressors by drawing on resources. This might be co-worker support, energy, time, and specifically here, HR practices that provide more resources. Theoretically, this is applicable to a firm offering Māori-specific HR practices that reflect cultural values.

The COR perspective also encourages researchers to explore more than one resource in their studies. Hobfoll et al. (2018) stated that “resources do not exist individually but travel in packs, or caravans, for both individuals and organizations” (p. 106). These are called *resource caravan passageways* and the argument is that resources should be studied in combination. This aligns with the present study and the focus on a wide array of HPWS and culturally specific HPWS that target Māori employees.

Within the HPWS literature, COR theory has been well utilised to understand how employees react to more HRM practices as a form of resource. For example, Sun and Pan (2008) argued that HPWS were a source of resources that allowed employees to manage work demands. Here, it might be that HR practices that target training and development provide enhanced confidence and self-esteem to employees, and this provides them with additional psychological resources allowing them to enjoy their job (e.g., job satisfaction), and have greater work-life balance. This is because the individual has more resources to spend on their work directly due to the HR practices on offer. Further, HPWS typically focus on employee recruitment and selection (Datta et al., 2005), and hence, firms with more advanced HPWS are likely to have selected employees more aligned with their firm ideals. Hence, stronger HPWS might also reflect employees with superior skills, ability, and motivation, which subsequently enables them to report greater job and wellbeing outcomes because they have better resources from their employers' use of HPWS. This aligns with Huselid (1995), who argued that HPWS directly motivate employees, encouraging good employees to stay and driving poor performers out. Hence, HPWS can provide organisations with a superior workforce that leads to the overall firm performance gains found in the literature.

Towards employee wellbeing, Sun and Pan (2008) found employees with high HPWS had significantly lower job burnout, which under the COR theory, indicates the potential benefit that HR practices can provide. Empirical studies support the links between greater resources and employee outcomes including wellbeing (e.g., Haar et al., 2018a; Ten Brummelhuis, Haar, & Roche, 2014). Overall, high levels of HPWS are likely to be viewed by employees as a resource, which enables them to have more energy and drive at work so they can give their all, enjoy their work more, and ultimately experience heightened job outcomes and wellbeing outcomes. For example, Haar et al. (2018a) used COR theory to explore whether employees with more resources reported enhanced wellbeing, and they were found to report significantly higher work-life balance and lower emotional exhaustion.

## 3 LITERATURE REVIEW

### 3.1 The Māori Context

There has been growing interest in the Māori economy in Aotearoa. Nana, Khan, and Schulze (2015) calculated the asset base of the Māori economy, valuing it at \$36.9 billion, and arguing it has the potential, by 2060, to add \$12.1 billion to the economy (GDP). Further, Chapman Tripp (2018) now calculates the Māori economy at above NZ\$50 billion. Consequently, there is growing interest in and attention to the Māori economy. Amoamo, Ruwhiu, and Carter (2018) argued that more attention to the Māori economy is needed to “more accurately represent the rich diversity of Māori enterprise that has evolved” (p. 66). Indeed, academics have suggested Māori firms may be distinct (Amoamo, Ruwhiu, & Carter, 2018), potentially having distinct workplace cultural factors (Haar & Delaney, 2009; Mika & O’Sullivan, 2014; Mrabure, Ruwhiu, & Grey, 2018). However, there is a lack of empirical evidence on these factors let alone HPWS that might have a Māori cultural focus.

Haar et al. (2019a) have argued there is a growing cultural renaissance around Māori culture, and this fundamentally is having a positive focus and understanding (e.g., Love, 2019; Spiller, Erakovic, Henare, & Pio, 2011). Furthermore, there is growing empirical evidence that Māori work experiences differ from non-Māori in the Aotearoa context (e.g., Haar & Brougham, 2013, 2016), which provides additional impetus around exploring the Māori experience of HPWS.

Haar and Delaney (2009) suggested that Māori cultural values, such as *whanaungatanga*, which encompasses relationship building and networking, might be a core Māori culture practice in the workplace. Other cultural factors that might play important roles in the workplace include the importance of *whakapapa* (genealogy, O’Connor & MacFarlane, 2002), *whanau* (extended family, Haar, Taylor & Roche,

2012), and a collective ideology as opposed to the more individualistic nature of Aotearoa (Haar et al., 2014, 2019a; Brougham, Haar, & Roche, 2015).

Exploring Māori approaches to HPWS meets the call for greater testing of HPWS to enhance our understanding of its nature (Allen et al., 2013) as well as potentially exploring the positive nature of Māori culture in the workplace. Indeed, Aotearoa's nearest neighbour, Australia, reportedly has modest levels of HPWS in workplaces, although enjoying similar benefits on tested outcomes (Wilkinson et al., 2018; Bartram et al., 2015). Thus, one advantage of the present study is that we get to understand the level of support and engagement that Aotearoa organisations offer their Māori workforce around HR practices.

## 3.2 HPWS and Hypotheses

HPWS represent a collection of important HR practices that are used by firms to enhance their workforces, building their skills, knowledge, and abilities (Huselid, 1995) that ultimately shapes performance. Combs et al., (2006) conducted a meta-analysis using 92 studies representing over 19,000 firms and “identified 22 practices that researchers described as HPWPs” but noted that there is variability and “a lack of unanimity among SHRM researchers as to which practices are HPWPs” (p. 509). The meta-analysis found HPWS were positively related to organizational performance at a modest level ( $r = .20$ ) and urged researchers to focus on HPWS as a system or combination of practices, rather than comparing individual practices (Combs et al., 2006). More recent meta-analyses confirm the importance of HPWS towards positively shaping firm performance (Subramony, 2009; Jiang et al., 2012; Zhai & Tian, 2019). While these meta-analyses focus on firm performance, how firm performance is achieved is linked directly through employees.

Using the COR theoretical approach means that HPWS represent the ability of workforces to have more skills and knowledge, which represent resources (COR theory), and this provides them with the ability to outperform competitors with less advanced HPWS. For example, HPWS build job satisfaction (Ogbonnaya,

& Valizade, 2018; Xian, Atkinson, & Meng-Lewis, 2019), and there is meta-analytic support for job satisfaction being positively related to job performance (Judge et al., 2001). Hence, the heightened performance of firms is achieved through the work of individual employees. For example, Harley et al. (2007) suggests that HPWS reflect HR practices that are mutually reinforcing, whereby having selected the best employees, trained, and motivated them (through HPWS), they can be more creative and perform better.

Given the literature that Māori culture can occur widely in Aotearoa workplaces and that Māori have distinct cultural factors that might occur in the workplace (Amoamo et al., 2018; Haar & Delaney, 2009; Mika & O’Sullivan, 2014; Mrabure et al., 2018), the growing cultural renaissance (Haar et al., 2019a), interest in Māori culture in organisations (e.g., Love, 2019; Spiller et al., 2011), and empirical evidence that Māori work experiences can be unique (e.g., Haar & Brougham, 2013, 2016), we expect HPWS to be similarly unique and targeted to Māori employees. We also think that while these might focus specifically on Māori cultural factors, these also represent a type of resource – potentially one more suited to Māori workers (Durie, 2003), and thus, the HPWS which are Māori centric, will be advantageous to Māori employees. We hypothesise the following:

*Hypothesis 1: HPWS will be distinct between traditional HPWS and Māori-specific HPWS.*

### **3.2.1 Job Outcomes**

Next, we focus on the HPWS literature on the benefits found towards job outcomes. Overall, HPWS are linked with many positive outcomes including firm performance, employee performance, helping behaviours, creativity, organisational commitment and customer services.<sup>2</sup> In the present study, we explore four job outcomes: job satisfaction and career satisfaction, work engagement and turnover intentions.

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<sup>2</sup> See: Sikora, Ferris, & Van Iddekinge, 2015; Shen, Benson, & Huang, 2014; Batt, 2002; Cappelli & Neumark, 2001; Chow, Teo, & Chew, 2013; Chuang & Liao, 2010; Kooij et al., 2013; Chang, Jia, Takeuchi & Cai, 2014; Hu et al., 2019.

While there is strong evidence around HPWS influencing job satisfaction,<sup>3</sup> there is less evidence towards career satisfaction. Karatepe and Vatankhah (2015) did find HPWS were positively linked to career satisfaction, while Safavi and Karatepe (2018) found links between HPWS and career outcomes.

Similarly, some studies support the links between HPWS and work engagement<sup>4</sup> and turnover intentions.<sup>5</sup> Indeed, there is strong support around retention at least at the firm level (e.g., Combs et al., 2006; Yalabik et al., 2008; Kontoghiorghes & Frangou, 2009) including in Aotearoa (e.g., Guthrie, 2001). Overall, under COR theory, we would expect that Māori employees with higher HPWS would have the resources to do better at work, and thus be more engaged, find greater enjoyment with their job and career, and consider staying with their organisation. We posit the following.

*Hypothesis 2: Traditional HPWS and Māori HPMT will be positively related to (a) job satisfaction, (b) career satisfaction, and (c) work engagement.*

*Hypothesis 3: Traditional HPWS and Māori HPMT will be negatively related to turnover intentions.*

### **3.2.2 Wellbeing Outcomes**

Binyamin and Carmeli (2010) found HPWS are linked with stress reduction, and there is wider literature supporting HPWS and less stress and lower issues between work and family (Boxall & Macky, 2014; Macky & Boxall, 2008). With COR theory, it is expected that Māori employees with greater resources through HPWS would benefit their wellbeing. For example, Boxall and Macky (2014) suggested that HPWS provide resources for employees (which align with COR theory) around providing empowerment of employees, giving employees greater control in their job and workplace, as well as enhancing decision making participation. These all relate to resources under COR theory (Hobfoll, 1989, 2001, 2002). Indeed, Gallie (2007) argue that control and autonomy are vital ingredients towards enhancing employee wellbeing. In

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<sup>3</sup> See, for example: Mihail & Kloutsiniotis, 2016; Boselie, Dietz, & Boon, 2005; Ogbonnaya, & Valizade, 2018; Xian et al., 2019; Mostafa, 2017.

<sup>4</sup> See: Cooke, Cooper, Bartram, Wang, & Mei, 2019; Zhong, Wayne, & Liden, 2016; Li & Frenkel, 2017; Lv & Xu, 2018.

<sup>5</sup> See: Jyoti & Rani, 2019; Sikora et al., 2015; Bartram, Casimir, Djurkovic, Leggat, & Stanton, 2012; Ang et al., 2013.

the present study, we explore four wellbeing outcomes: work-life balance, happiness, cultural wellbeing, and emotional exhaustion, and there is evidence of HPWS linking positively to wellbeing, which includes happiness (Huang et al., 2016).

There is strong empirical evidence supporting HPWS being negatively related to job burnout and specifically emotional exhaustion.<sup>6</sup> There is less evidence of links between HPWS and work-life balance but the modest evidence is supportive (Safavi & Karatepe, 2018), and there are links to similar constructs like quality of life (Shen, Benson, & Huang, 2014) and mental health (Wood & de Menezes, 2011). Similarly, happiness is a useful form of wellbeing but is currently largely untested in the HPWS literature (Huang et al., 2016). We also include cultural wellbeing, which Brougham and Haar (2013) define as “how indigenous employees feel about the way their cultural values and beliefs are accepted in the workplace” (p. 877).

Overall, HPWS represent resource gains under COR theory and lead to enhanced wellbeing, represented by higher positive forms of wellbeing (work-life balance, happiness, and cultural wellbeing) and lower forms of detrimental wellbeing (emotional exhaustion). We posit the following.

*Hypothesis 4: Traditional HPWS and Māori HPMT will be positively related to (a) work-life balance, (b) happiness, and (c) cultural wellbeing.*

*Hypothesis 5: Traditional HPWS and Māori HPMT will be negatively related to emotional exhaustion.*

### 3.3 Mediation and Moderation Effects

The present study suggests that Māori specific HPWS (HPWS-Māori) will exist. Therefore, we seek to subsequently confirm their relationship by including traditional HPWS as mediators. Indeed, Boselie et al. (2005) noted that the mechanisms of HPWS are likely to be mediated. However, Boxall and Macky (2014)

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<sup>6</sup> Jyoti & Rani, 2019; Fan et al., 2014; Sun & Pan, 2008; Castanheira & Chambel, 2010; Kilroy, Flood, Bosak, & Chênevert, 2016; Mihail & Kloutsiniotis, 2016; Vanhala & Tuomi, 2006; Laschinger, Shamian & Thomson, 2001.

cautioned against assuming only a direct effect from HPWS to outcomes. Further, studies at the individual level tend to explore mediators of HPWS, with Garcia-Chas et al. (2014) finding the direct effect of HPWS on job satisfaction was best understood as operating through support perceptions. We suggest that direct effects of HPWS-Māori on job and wellbeing outcomes will be mediated by HPWS, reflecting a larger and more generic bundle of HR practices.

Additionally, we test the moderating effects of HPWS on HPWS-Māori. Studies have found that other factors interact with HPWS on outcomes at the employee level (e.g. Jyoti & Rani, 2019; Sun & Pan, 2015). Jensen, Patel, and Messersmith (2013) found the benefits of HPWS were superior coupled with job control. Moderation has also been found at the firm level; a meta-analysis by Rabl et al. (2014) found the influence of HPWS on business performance was supported, with national culture playing a significant moderating role. Wood and de Menezes (2011) have argued for greater moderation tests. Here we argue Māori employees might get additional benefits through HR practices that are tradition and culturally specific, and hence we test both moderation and mediation effects. We posit the following.

*Hypothesis 6: The direct effects of Māori HPMT on outcomes will be mediated by Traditional HPWS towards (a) job satisfaction, (b) career satisfaction, (c) work engagement, (d) turnover intentions, (e) work-life balance, (f) happiness, (g) cultural wellbeing, and (h) emotional exhaustion.*

*Hypothesis 7: Traditional HPWS will interact with Māori HPMT with the strongest effects being when both sets of HR practices are high towards (a) job satisfaction, (b) career satisfaction, (c) work engagement, (d) turnover intentions, (e) work-life balance, (f) happiness, (g) cultural wellbeing, and (h) emotional exhaustion.*



## 4 QUALITATIVE CASE METHODS

The following section outlines the methods of analysis from our in-depth interviews with business owners and managers who were in a significant position of influence and able to make staffing decisions. These interviews were designed to give an insight into the specific HR practices that a range of businesses were using (or not using) which were additive to their HPWS. Participants in this research were identified through purposeful sampling to attract a range of Māori and non-Māori focussed businesses. Interviews were used to develop a series of case studies or research stories, aiming to provide a rich insight for measurement development (Sallee & Flood, 2012; Coyle & Williams, 2000).

We utilised a *kaupapa* Māori research approach (Smith, 1999), with Haar et al. (2019a) stating that it

*“provides a focus through which Māori people (researchers and the researched) engage in research that empowers, is open to alternative (Māori) world views, is connected to Māori philosophy and principles; and assumes validity and legitimacy of Māori culture” (p. 623).*

While we interviewed a mix of Māori and non-Māori managers in relation to these case studies, part of our inclusion criteria was a strong cultural value in the organisation (regardless of Māori only or not). We still, however, followed our culturally respective approach to all interviews. These were conducted using a series of open-ended questions in a semi-structured interview process either face-to-face or over the phone in a place that could ensure confidentiality and the ability to speak freely. The lengths of the interview ranged from 45-60 minutes. Based on these interviews, the researchers then assessed the information by using in-depth triangulation methods to ensure all themes and HR practices were explored. Several follow up interviews were then used to clarify certain points before construct items were developed.

In total, seven in-depth interviews were conducted with participants who met the sampling criteria (business owner or manager in a significant position of influence). It must be noted that data saturation

can be achieved with as few as 12 participants (Guest, Bunce, & Johnson, 2006). Cases were written up accordingly when significant cultural practices were noted (see case details below). A summary of the cases is provided in Table 1.

**Table 1. Case Study Organisation Information**

| Organisation | Organisation Demographics |                |       |        |             |
|--------------|---------------------------|----------------|-------|--------|-------------|
|              | Industry                  | Sector         | Māori | Size   | Age (years) |
| 1            | Business & Finance        | Private        | No    | Large  | 100+        |
| 2            | Education                 | Private        | Yes   | Small  | 10          |
| 3            | Tourism                   | Private        | Yes   | Micro  | 5           |
| 4            | Manufacturing             | Private        | No    | Large  | 30          |
| 5            | Manufacturing             | Private        | No    | Medium | 40          |
| 6            | Health                    | Not-for-Profit | Yes   | Micro  | 2           |
| 7            | Health                    | Not-for-Profit | Yes   | Large  | 25          |

Note: micro (up to 10 employees), small (11-50 employees), medium (51-250 employees), large (251+ employees).

Interviews were conducted at the end of 2019 to establish what Māori specific HR practices were being used within businesses. They included a wide range of industries, from tourism, wellbeing/health, education, and the financial services sector. Business size ranged from micro-sized firms (less than 10 employees), to large sized firms (250+ employees). Workforces were similarly broad in some case studies, although some (e.g., manufacturing) did have strong contingent of Māori workers and Pacifica workers, which was part of our inclusion criteria. What follows, are extracts intended to give an insight into how these organisations incorporate Māori values to attract, retain and motivate their employees.

## Case #1. Small Tourism Operator

This local tourism operator employs only local Māori employees to ensure the understanding of the cultural lands and practices are upheld. The organisation aims to give the tourist an authentic Māori experience to explain the importance of local lands while upholding the respect that is needed to protect the environment. They use traditional Māori *tikanga* as appropriate. The owner of the organisation empowers

and enhances the self-determination of employees by giving them the opportunity to run this business as their own. The organisation considers employees *whanau* (extended family), allowing employees' family members to borrow company property when needed, so long as it is treated with respect. The organisation also provides financial assistance and development for employees and their *whanau*, such as training. For example, employees are offered scholarships to attend university and other training providers when not operating in the peak tourism season.

The business is seen as so proactive in their support that they have a waiting list of potential employees that want to work for them. This means that when an employee needs to move away for other opportunities, the recruitment is seamless, as many of the family members of employees already understand what the work entails, limiting the need for training. In addition, the owner considers his employees and wider family as a genuine collective, where all employees share in recognition and praise. At a recent awards ceremony, all employees were invited to share in the praise and awards bestowed upon the organisation. The organisation goes much further than just using cultural approaches (e.g., *karakia*, *waiata*, and *powhiri*) in the workplace. They view their team as a family with the overall aim of this organisation to showcase Māori culture in a positive light. Employee retention is at the highest level, and the recruitment of new employees is seamless when existing employees turn over.

This business owner stated:

*“We employee Māori staff only, they come from that iwi in that area, they train on a pilgrimage, they do their own training, we train them for health and safety and first aid, and we also train them for cultural things in the cooking space. They are cooking Māori food, from their area and using the bush and natural resources, they learn to identify trees like horopito and use them in the stew. We don't even have a dedicate HRM department, we are the jack of all trades”. The aim of the organisation, according to the owner, was to “showcase Māori culture in a positive light”. With regards to specific*

*support they stated “I support their wider family, if they want to borrow things (looking after a broader group of people). I employee a whole family who help over the peak season over the University break. We offer them scholarships, or their sporting events. We also sing and embrace waiata and pōwhiri.”*

## Case #2. Large Financial Institution

In stark contrast to the small tourism operator, the large financial institution takes a very hands-off approach to the appreciation of Māori cultural values in the workplace, and incorporation of these into HR policy. The strategy in this space was employee-driven, with individual managers having discretion over how employees can engage with cultural norms and practices. For example, Māori employees could attend tribal meetings during work time without booking leave, and the use of extended *tangihanga* (bereavement) leave is available, but only at the discretion of individual managers. The organisation has sought to normalize traditional greetings and language (e.g., *Ki Ora*, *Morena*). The manager interviewed suggested that they would be very interested in taking their department to a marae; however, the interviewee suggested “the organisation just wasn’t ready for this”. Turnover within this organisation was fairly normal for this industry, there was not a high proportion of Māori employees.

The manager within this organisation noted:

*“Māori policy is not driven by HRM, it’s up to the individual manager to decide” and that “we try to talk a little in Maori to introduce and normalise this, we Karakia before we eat, we used to only do this stuff when Maori were around, but now we do it all the time”. However, the manager noted that while some would like to “go to a marae as a team – but we are not ready for this as a wider team! I hope that one day we are ready.”*

### Case #3. Small Education Centre

Next, an education centre was included in this canvas that employed three Māori employees (which made up the entire staff). The organisation had a clear strategy in this space. The only turnover that was recorded was when an employee who left the province for reasons outside of their control. Both employees and management created and operationalised the use of Māori cultural practices in the workplace, which gave the centre exceptional employee and learning outcomes. Employees are encouraged to attend tribal meetings during work time without booking leave. The use of extended *tangihanga* leave is available, and can be taken up without question. The owner still acknowledges that while they think they are doing a great job in this space; the learning continues in how to incorporate more to meet the needs of the employees and the wider community they serve. The acknowledgment and consideration of Māori culture within HRM policies were seen as a key to their organisation's exceptional performance.

### Case #4. Large Industrial Manufacturer

This large sized firm (around 500 employees) is an industrial manufacturing firm, with a large Auckland base, and a large Māori and Pacifica workforce. This firm identified that it had a strong suite of HR practices on offer but did not provide any Māori or culturally specifically HPWS. The organisation had a strategy around being universal across the workforce, despite the workforce being largely dominated by ethnic minorities. It was acknowledged that there was no ethnic representation at the senior (managerial) levels of the organisation. The HR Manager noted that the organisation performance levels were fairly standard in their industry, although they suggested they had issues around engagement.

The manager did acknowledge that they had a low turnover rate, stating "our turnover rate is actually too low, it is stagnant! People simply stay". It was also noted that while the organisation had a strong base of HR practices, there were more advanced practices around management and compensation, but these were

only for administration and management, which did not have any real Māori representation. Given the lack of any Māori specific HR practices, the reasons behind this were probed. The HR Manager stated it was:

*“Because management are not interested. They see the ROI [return on investment] as being too low (at least perceived as being low).”*

The manager also thought that the senior management probably “haven’t even thought about it! Probably because management is pale, stale and male”. The HR Manager noted that the potential benefits of having more culturally appropriate HPWS simply

*“don’t register at the white manager level. They don’t understand they [Māori and Pacifica workforce] have different needs, and don’t understand they might get positive engagement if they gave them something!”*

## Case #5. Medium Industrial Manufacturer

This firm with around 250 employees is a manufacturing firm based in Auckland. The firm has a broad ethnic workforce, including large numbers of Māori, Pacifica and other ethnic minorities. This firm identified that it had a strong suite of HR practices on offer. While not providing any Māori or culturally specific HR practices, there was an acknowledgement around understanding cultural employee groups might have different needs. For example, around Māori and *tangi*, but also around funeral leave for Pacifica who may need to go back to the Islands for respective funeral services. The organisation had a strategy around being culturally flexible although there were not any specific HR practices apart from leave. This organisation did work towards engaging with ethnic minorities, acknowledged the Treaty of Waitangi with Māori workers, and were generally positive and developmental of all cultural minorities. The HR Manager noted that the organisation had strong positive performance, and this allowed the management to be flexible and extend unique cultural support to all employees, including ethnic minorities.

## Case #6. New Māori Health Provider

This small sized organisation (less than 50 employees) is predicated on Māori values. It operates under a strategy of combining a Māori worldview with modern health, so the organisation and its mission, is clearly an entwined embodiment of Māori and western values. Its workforce is not exclusively of Māori descent, but Māori representation is large, being over 50%.

Being in the health sector, the organisation aims to promote wellbeing for clients, staff, and even *whānau*. There is also a strong holistic approach including embracing traditional Māori health practices and approaches. The organisation does embrace a strong Māori worldview including *whānaungatanga* (familial ties) being a core value. Aligned with this, the organisation operates with a very flat management structure and operates with a sense of shared responsibility amongst all employees. Relating to its operations and HR practices, it embraces a strong Māori worldview focus, including using communication shaped through *whakataukī* (Māori proverb). It was noted that many of their HR practices rely on the concept of *tautuutu*, or reciprocity, and is thus a high trust organisation. It does consider cultural aspects around *tangi* and more. Given their wellbeing focus, they also provide extended sick leave to support their focus on holistic wellbeing.

## Case #7. Established Māori Health Provider

This large sized organisation (over 250 employees) is predicated on Māori values. While it is a health provider it also operates in more extended operations in its community. Fundamentally, it operates from a strategy of employing *tāngata* Māori as it has a strong and broad Māori clientele. Additionally, its workforce is largely of Māori descent. From an HR perspective, its biggest issue is the selection and recruitment of Māori staff, because some roles are especially difficult to recruit for. Detrimentially, the organisation has

issues around its holistic approach and the costs associated. Thus, it is not able to offer 'above market' pay rates to be a more desirable employer.

Similar to case #6, the organisation seeks to promote wellbeing broadly across clients and staff, and even *whānau*, with the *whānau* focus being used as a recruitment tool. However, they have acknowledged they suffer from a high turnover rate, often with skilled Māori leaving the organisation for better pay and positions outside of business. Thus, while they seek to use HR practices that target their largely Māori workforce, these are not seen as a 'utopian HR strategy' that alleviates all the pull factors on their workforce. Somewhat perversely though, the organisation does have a *kaupapa* (philosophy) around the advancement and success of Māori people including staff, so providing opportunities for Māori workers who then leverage their work experiences for superior employment is still seen as a potential benefit for the organisation. Overall, the organisation offers a number of HR practices with some strong Māori cultural practice. For example, they have a philosophy of managing workload issues through sharing responsibilities, following the Māori value of *tautuutu*.

## 4.1 Analysis

Based on these interviews, thematic analysis was undertaken in order to organise key themes (similar to Braun & Clarke, 2006). We followed the approach of Haar et al. (2019a) and transcribed all interviews and used interpretative phenomenological analytic (IPA) techniques for analysing the data. This method is useful for novel topics (Ruru, Roche, & Waitoki, 2017), and "enables an exploration of the way participants make sense of their personal world" (Haar et al., 2019a, p. 623), specifically, the use Māori specific or Māori tailored HR practices in their organisations. The IPA techniques provide the researchers with understanding of manager participant experiences around Māori HR practices offered in their organisations (Smith, 2004; Smith & Eatough, 2006). We followed a three-stage process for interpreting the case studies: (1) a brief



thematic analysis was conducted by each researcher, where we sought to organise the HR practices offered into generic/traditional practices and the potential Māori HR practices.

After this initial analysis, we: (2) cross-referenced the analysis on traditional HR practices. Once confirmed between the researchers, we no longer pursued these specific HR practices, as these are captured in the traditional HPWS literature. Next, we conducted a cross-referenced more comprehensive thematic analysis on those practices that might be Māori specific. Here, all researchers identified the potential practices alone and then these were compared and discussed.

The final stage (3) was then placing these themes into specific HR practices, which was challenging in some contexts. For example, some organisations supported organisational visits to *marae*, which are local ceremonial meeting houses or places, for which Māori ceremonial practices are conducted, including *Tangihanga*, which means to farewell the dead (Ka'ai & Higgins, 2004). Thus, many examples are specific practices that might not be widely utilised or popular, and thus limit the effectiveness of a Māori specific HPWS construct. Consequently, we generated a body of HR practices or Māori specific practices undertaken by organisations, and then ultimately used these to shape the final set of constructs tested in the quantitative part of the research.

## 4.2 Summary of Māori HR Practices

The list in Table 2 was used to develop a workable range of items which might constitute a Māori centric list of HPWS. We also sought advice from a panel of two HR Managers (one in a Māori organisation and one not) who provided additional HR advice around interpreting the themes and capturing a robust focus on the most important HR aspects. Subsequently, we combined and focused these very specific practices into themes for empirical testing, as we felt it important to capture the overall theme rather than a single specific action. For example, while some noted their organisation provides extended *tangihanga* leave it was felt this was more broadly captured by an HR practice that ‘Encourages *manākitanga* (caring, support) between Māori staff and clients/customers’. This way, the notion of care and support is captured more broadly, and even extended into the way Māori staff might be encouraged (or not) to provide additional care and support to customers.

**Table 2. Case Study Generated Māori HPMT items**

| Items                                                                                                                                              |
|----------------------------------------------------------------------------------------------------------------------------------------------------|
| 1. Staff local <i>iwi</i> (tribal groupings)                                                                                                       |
| 2. Uses traditional Māori <i>tikanga</i> (traditions and practices) where appropriate                                                              |
| 3. Respect for the environment                                                                                                                     |
| 4. Showcase Māori culture in a positive light                                                                                                      |
| 5. We consider the <i>whanau</i> (extended family) of staff as part of the wide organisation family                                                |
| 6. We provide financial assistance and development for staff and their <i>whanau</i>                                                               |
| 7. We use Māori cultural approaches ( <i>karakia</i> [prayers], <i>waiata</i> [songs] and <i>powhiri</i> [traditional greetings]) in the workplace |
| 8. We are a genuine collective where all employees share in recognition and praise                                                                 |
| 9. Employees are rewarded as a collective. Applies recognition and praise to Maori staff in a truly collective sense                               |
| 10. Use of extended <i>tangihanga</i> (bereavement) leave                                                                                          |
| 11. Staff drive a Māori strategy around <i>te reo</i> Māori (language) and <i>tikanga</i> (customs) in the workplace                               |
| 12. Encourage attendance and engagement with tribal meetings ( <i>whanau</i> , <i>hapu</i> , <i>iwi</i> )                                          |
| 13. Normalising traditional greetings and Māori language (e.g., <i>ki ora</i> [hello], <i>Morena</i> [morning])                                    |
| 14. Organisation incorporates marae visits to reinforce tikanga Maori                                                                              |
| 15. Encourages Māori staff to <i>whakawhanaungatanga</i> (develop strong relationships)                                                            |
| 16. Seeks to develop <i>tinu rangatiratanga</i> (self-determination) of Māori staff                                                                |
| 17. Encourages <i>manākitanga</i> (caring, support) between Maori staff and clients/customers                                                      |
| 18. Use of <i>kotahitanga</i> (movements aimed to unify Māori on non-tribal grounds)                                                               |
| 19. Use of <i>hakari</i> (Customary feast, sharing of food during meetings)                                                                        |
| 20. Importance of <i>hau</i> (reciprocity) throughout the organisation                                                                             |
| 21. Focus on <i>tuakana/teina</i> (learning relationship between teacher and students)                                                             |
| 22. Interest in developing Māori staff <i>mana tangata</i> (pride)                                                                                 |

# 5 QUANTITATIVE METHODS

## 5.1 Data

Data was collected via a Qualtrics survey panel of Māori employees and a total of 477 participants were recruited. All respondents had to self-identify as Māori and be working at least 20 hours a week. Qualtrics conducts research by acquiring participants that fit with the researcher's criteria. Participants are anonymous and are paid for their time (Haar et al., 2018). The system has quality control features including removing respondents who complete the survey too fast or too slow, as well as ensuring that only one survey is collected per respondent. Qualtrics is a common way to collect data and has provided useful samples (e.g. Ng, Yam, & Aguinis, 2019; Haar, Schmitz, Di Fabio, & Daellenbach, 2019b), and allows for the targeting of specific employee groups (e.g., low income workers, Haar et al., 2018). A meta-analysis conducted by Walter, Seibert, Goering, and O'Boyle (2019) compared study variables using conventionally sourced data versus panel data (like Qualtrics) and found them to be comparable.

The demographics of the sample were that, on average, respondents were slightly more likely to be female (57.7%), with an average age band of between 36-40 years, ranging from under 20 years to 61+ years. By education, 33.3% held a high school qualification only, followed by 30.8% with a polytechnic qualification, a university degree (23.1%) and finally, a postgraduate qualification (12.8%). The average tenure was between 3-4 years, and on average, hours worked were in the 36-40 hours/week band. Respondents came from mainly the private sector (53.2%), followed by the public sector (40.3%) and the not-for-profit sector (6.5%). By firm size, respondent were well spread: micro-sized (10 employees or less) made up 15.9%, followed by small-sized (11-50 employees) at 26.2%, then medium-sized (51-250 employees) at 23.1%, large size (251-1000 employees) at 18.9% and 15.9% from very large (1001+ employees) sized firms.

## 5.2 Study Measures

Traditional HPWS were measured using 15-items by Datta et al. (2005), coded 1=strongly disagree, 5=strongly agree. HPWS-Māori were measured using 7-items designed for this study. All items followed the stem “To what extent do you agreed with specific statements related to HR practices in your workplace...”

Traditional HPWS covered five dimensions (3-items each) across a range of HR practices (e.g., job design, sample item “Employees perform jobs that empower them to make decisions”). The seven-items for Māori HPMT were grouped into a single construct. All items are listed in Table 3.

**Table 3. HPWS Items and Statistics**

| Items                                                                                                                              | Mean | SD   |
|------------------------------------------------------------------------------------------------------------------------------------|------|------|
| <b>Job Design (<math>\alpha = .65</math>)</b>                                                                                      |      |      |
| Employees perform jobs that include a wide variety of tasks                                                                        | 3.93 | .95  |
| Employees perform jobs that empower them to make decisions                                                                         | 3.58 | 1.00 |
| Employees perform jobs that have a high degree of job security                                                                     | 3.52 | 1.05 |
| <b>Recruitment and Selection (<math>\alpha = .80</math>)</b>                                                                       |      |      |
| The recruitment/selection process places priority on their potential to learn (e.g., aptitude)                                     | 3.51 | .98  |
| The recruitment/selection process for employees focuses on selecting the best all-around candidate, regardless of the specific job | 3.44 | .97  |
| The recruitment/selection process for employees emphasizes promotion from within                                                   | 3.35 | .99  |
| <b>Training and Development (<math>\alpha = .85</math>)</b>                                                                        |      |      |
| Our training activities strive to develop firm-specific skills/knowledge                                                           | 3.65 | .98  |
| Our training activities for employees are continuous                                                                               | 3.48 | 1.04 |
| Our training activities for employees are comprehensive                                                                            | 3.42 | 1.03 |
| <b>Performance (<math>\alpha = .85</math>)</b>                                                                                     |      |      |
| Performance appraisals include developmental feedback                                                                              | 3.56 | 1.01 |
| Performance appraisals emphasize employee learning                                                                                 | 3.45 | 1.06 |
| Performance appraisals for employees are based on input from multiple sources                                                      | 3.35 | 1.05 |
| <b>Compensation (<math>\alpha = .87</math>)</b>                                                                                    |      |      |
| Compensation/ rewards for employees provide incentives for new ideas                                                               | 3.19 | 1.12 |
| Compensation/ rewards for employees place a premium on their industry experience                                                   | 3.07 | 1.10 |
| Compensation/ rewards for employees include an extensive benefits package                                                          | 2.96 | 1.12 |
| <b>Māori-Specific (<math>\alpha = .94</math>)</b>                                                                                  |      |      |
| Recognizes and embraces the contribution of staff whānau (wider family) in the workplace                                           | 3.38 | 1.13 |
| Encourages manākitanga (caring, support) between Māori staff and clients/customers                                                 | 3.36 | 1.17 |
| Encourages Māori staff to whakawhanaungatanga (develop strong relationships)                                                       | 3.29 | 1.15 |
| Uses te reo Māori (Māori language) where appropriate, at work                                                                      | 3.23 | 1.19 |
| Traditional Māori tikanga is used where appropriate                                                                                | 3.21 | 1.19 |
| Applies recognition and praise to Māori staff in a truly collective sense                                                          | 3.18 | 1.13 |
| Seeks to develop Tino Rangatiratanga (self-determination) of Māori staff                                                           | 3.16 | 1.16 |

Note: Items are coded 1=strongly disagree, 5=strongly agree, and are listed in descending order. Reliability scores in parentheses.

Combs et al. (2006) found in their HPWS meta-analysis that the effects of HPWS are stronger when examined as a single global construct, with all HR practices combined, rather than as individual HR practices. Thus, it is standard to create a single factor (e.g., Datta et al., 2005). For the present study, a higher-order construct was created for HPWS with five factors representing each of dimension. Each factor was made up of the three items.

The Williams, Vandenberg, and Edwards (2009) recommendations around the three best goodness-of-fit indices to assess model fit were followed: (1) the comparative fit index ( $CFI \geq .95$ ), (2) the root-mean-square error of approximation ( $RMSEA \leq .08$ ), and (3) the standardized root mean residual ( $SRMR \leq .10$ ). Overall, a confirmatory factor analysis (CFA) was conducted on the 15-items of the traditional HPWS (5 factors of 3-items) and a distinct construct, HPWS-Māori, was included as its own construct, made up of the seven items. Overall, this demonstrated a good fit to the data:  $\chi^2(df) = 572.5(207)$ ,  $CFI = .95$ ,  $RMSEA = .06$ , and  $SRMR = .06$ . An alternative CFA (1 factor of 22-items) was shown to be inferior ( $p < .001$ ) to the hypothesized CFA (Hair, Black, Babin, & Anderson, 2010).

### **5.2.1 Job Outcomes**

Job satisfaction was measured with three items by Judge, Bono, Erez and Locke (2005), coded 1= strongly disagree, 5= strongly agree. A sample item is “Most days I am enthusiastic about my work”. This scale has been well validated in Aotearoa including with samples of Māori employees (Haar et al., 2014) and the measure had excellent reliability ( $\alpha = .88$ ).

Career Satisfaction was measured using three items by Greenhaus, Parasuraman, and Wormley (1990), coded 1=strongly disagree, 5=strongly agree. A sample question was “I am satisfied with the success I have achieved in my career”. This scale has been validated in a sample of Aotearoa Māori employees (Haar & Staniland, 2016) and the measure had excellent reliability ( $\alpha = .85$ ).

Work Engagement was measured using the 9-item measure by Schaufeli et al. (2002), coded 1=never, 5=always. This short version has been well validated (Schaufeli, Bakker, & Salanova, 2006). Sample items include “When I get up in the morning, I feel like going to work” (vigor), “My job inspires me” (dedication) and “I am immersed in my work” (absorption). Based on Schaufeli and Bakker’s (2010) assertion that highly engaged employees are high on each of engagement’s three dimensions, we created an overall work engagement measure (like Bakker & Xanthopoulou, 2009). Similar to the HPWS construct above, a higher-order construct was created where we conducted a CFA on the construct with the three dimensions (three items each), which was an excellent fit to the data:  $\chi^2(df) = 55.2(24)$ , CFI=.99, RMSEA=.05, and SRMR=.02. An alternative CFA (1 factor of 9-items) was shown to be inferior ( $p < .001$ ) to the hypothesized CFA (Hair et al., 2010). The construct has excellent reliability ( $\alpha = .92$ ).

Turnover Intentions was measured using four items by Kelloway, Gottlieb, and Barham (1999), coded 1=strongly disagree, 5=strongly agree. A sample item is “I don’t plan to be at my organisation much longer”. The construct has excellent reliability ( $\alpha = .93$ ).

### **5.2.2 Wellbeing Outcomes**

Work-Life Balance was measured using the 3-item scale by Haar (2013), coded 1=strongly disagree, 5=strongly agree. A sample item is “Nowadays, I seem to enjoy every part of my life equally well”. This construct has been well validated in Aotearoa (e.g., Haar et al., 2018, 2019a; Haar & Brougham, 2020; Carr et al., 2019; Haar, Sune, Russo, & Ollier-Malaterre, 2019c) including with samples of Māori employees (e.g., Haar et al., 2014). The measure had very good reliability ( $\alpha = .87$ ).

Happiness was measured by a single-item commonly used in happiness research (e.g., Lyubomirsky, King, & Diener, 2005; Bakker, Demerouti, Oerlemans, & Sonnentag, 2013; Demerouti et al., 2013; Haar et al., 2019b). Participants were asked to rate their happiness using a 10-point scale (-5= extremely unhappy, 0= neutral, +5= extremely happy).

Cultural Wellbeing was measured using the 4-item scale by Haar and Brougham (2013), coded 1=strongly disagree, 5=strongly agree. This construct has been validated on Māori employees (Brougham, Haar, & Roche, 2015). A sample item is “I feel satisfied about my organizations understanding of Maori culture in my workplace” and the construct had very good reliability ( $\alpha = .84$ ).

Emotional Exhaustion was measured with three items by Maslach and Jackson (1981), coded 1=never to 5=always. A sample item is “I feel burned out from my work” ( $\alpha = .89$ ). We focus on the emotional exhaustion dimension only because this is the core construct of job burnout (Roche, Haar, & Luthans, 2014), and has been validated well in Aotearoa samples (e.g., Haar, 2013; Ollier-Malaterre, Haar, Sunyer, & Russo, 2019c; Haar, Roche, & Ten Brummelhuis, 2018).

### **5.2.3 Control Variables**

Age (in year bands: 1= 20 years and under, 2= 21-25 years, 3= 26-30 years, 4= 31-35 years, 5= 36-40 years, 6= 41-45 years, 7= 46-50 years, 8= 51-55 years, 9= 56-60 years, 10= 61+ years) was controlled for as there is meta-analytic support for people of older age reporting more positive outcomes (Ng & Feldman, 2010a).

In addition, Tenure was also measured in bands: 1= less than 1 year, 2= 1-2 years, 3= 3-4 years, 4= 5-6 years, 5= 7-8 years, 6= 9-10 years, 7= 11-12 years, 8= 13-14 years, 9= 15-16 years, 10= 17-18 years, 11= 19-20 years, 12= more than 20 years.

Hours Worked was measured in the following bands: 1= approximately 20 hours/week, 2= 20-25 hours/week, 3= 26-30 hours/week, 4= 31-35 hours/week, 5= 36-40 hours/week, 6= 41-45 hours/week, 7= 46-50 hours/week, 8= 51-55 hours/week, 9= 56-60 hours/week, 10= 61-65 hours/week, 11= 66+ hours/week ), and were controlled for because these also have meta-analytic support for influencing outcomes (Ng & Feldman, 2008, 2010b).

## 5.3 Measurement Models

We confirmed our constructs using CFA with AMOS (version 26) following Williams et al. (2009) and their recommended goodness-of-fit indices. Table 4 shows the CFA for all constructs and comparison alternative CFA models.

Overall, the hypothesized measurement model was the best fit for the data:  $\chi^2(df) = 1737.5(944)$ , CFI=.95, RMSEA=.04, and SRMR=.05. Three alternative CFA models were also tested, and these were all significantly poorer fit (all  $p < .001$ ) to the data (Hair et al., 2010). Importantly, this included considering traditional HPWS and Māori HPMT combined, and this was confirmed to be a poorer fit for the data. This suggests that Māori HPMT are unique and not just another dimension of HPWS. This analysis supports Hypothesis 1 around Māori HPMT being distinct from the traditional HPWS.



**Table 4. Results of Confirmatory Factor Analysis**

| Model   | Model Fit Indices |     |     |       |      | Model Differences |             |      |              |
|---------|-------------------|-----|-----|-------|------|-------------------|-------------|------|--------------|
|         | $\chi^2$          | df  | CFI | RMSEA | SRMR | $\chi^2$          | $\Delta$ df | p    | Details      |
| Model 1 | 1737.5            | 944 | .95 | .04   | .05  |                   |             |      |              |
| Model 2 | 1906.7            | 953 | .94 | .05   | .06  | 169.2             | 9           | .001 | Model 1 to 2 |
| Model 3 | 1998.5            | 953 | .93 | .05   | .05  | 261.0             | 9           | .001 | Model 1 to 2 |
| Model 4 | 2436.2            | 953 | .90 | .06   | .06  | 698.7             | 9           | .001 | Model 1 to 3 |

Model 1=Hypothesized 10-factor model: HPWS, Māori HPMT, job satisfaction, career satisfaction, work engagement, turnover intentions, work-life balance, happiness, cultural wellbeing, emotional exhaustion.

Model 2=Alternative 9-factor model: as model 1 but with HPWS and Māori HPMT combined.

Model 3=Alternative 9-factor model: as model 1 but with job satisfaction and career satisfaction combined.

Model 4=Alternative 9-factor model: as model 1 but with work-life balance and cultural wellbeing combined.

## 5.4 Analysis

Hypotheses 2-7 were tested in SPSS (version 26) using the PROCESS 3.4 program (Hayes, 2018). We used model 4 for mediation and followed recommendations by Hayes (2013) regarding conducting bootstrapping (5,000 times), providing confidence intervals, and indirect effects. Further, because we hypothesized that Māori-Specific HPWS and traditional HPWS would be distinct but complimentary, we also explored whether these constructs interacted with each other. An option available to PROCESS. Once significance was determined, we re-ran any significant models using PROCESS model 1 to determine the interaction effects for further analysis.

## 6 QUANTITATIVE RESULTS

### 6.1 Correlation Analysis

Table 5 shows the descriptive statistics of the study variables. Table 6 then shows a correlation matrix which indicates that HPWS are significantly correlated with Māori HPMT ( $r = .63, p < .001$ ), job satisfaction ( $r = .49, p < .001$ ), career satisfaction ( $r = .51, p < .001$ ), work engagement ( $r = .40, p < .001$ ), turnover intentions ( $r = -.16, p < .001$ ), work-life balance ( $r = .41, p < .001$ ), happiness ( $r = .32, p < .001$ ), cultural wellbeing ( $r = .40, p < .001$ ), and emotional exhaustion ( $r = -.18, p < .001$ ). Similarly, Māori HPMT is significantly correlated with job satisfaction ( $r = .31, p < .001$ ), career satisfaction ( $r = .35, p < .001$ ), work engagement ( $r = .25, p < .001$ ), turnover intentions ( $r = -.10, p = .027$ ), work-life balance ( $r = .26, p < .001$ ), happiness ( $r = .20, p < .001$ ), cultural wellbeing ( $r = .62, p < .001$ ), but not emotional exhaustion ( $r = -.09, p = .067$ ). All the other outcomes are significantly correlated with each other (all  $p < .01$ ) except cultural wellbeing and turnover intentions ( $r = -.06, p = .182$ ).

**Table 5. Descriptive Statistics of Study Variables**

| Variables                 | M    | SD   |
|---------------------------|------|------|
| <b>Controls</b>           |      |      |
| 1. Age                    | 5.15 | 2.59 |
| 2. Hours Worked           | 4.30 | 2.11 |
| 3. Tenure                 | 4.32 | 3.18 |
| 4. HPWS                   | 3.43 | .71  |
| 5. Māori HPMT             | 3.26 | 1.00 |
| <b>Job Outcomes</b>       |      |      |
| 6. Job Satisfaction       | 3.79 | .88  |
| 7. Career Satisfaction    | 3.62 | .93  |
| 8. Work Engagement        | 3.95 | .85  |
| 9. Turnover Intentions    | 2.94 | 1.17 |
| <b>Wellbeing Outcomes</b> |      |      |
| 10. Work-life balance     | 3.60 | .87  |
| 11. Happiness             | 2.19 | 2.14 |
| 12. Cultural Wellbeing    | 3.63 | .84  |
| 13. Emotional Exhaustion  | 2.65 | 1.14 |

**Table 6. Correlations of Study Variables**

| Variables                 | 1      | 2      | 3     | 4      | 5     | 6      | 7      | 8      | 9      | 10     | 11     | 12     | 13 |
|---------------------------|--------|--------|-------|--------|-------|--------|--------|--------|--------|--------|--------|--------|----|
| <b>Controls</b>           |        |        |       |        |       |        |        |        |        |        |        |        |    |
| 1. Age                    | --     |        |       |        |       |        |        |        |        |        |        |        |    |
| 2. Hours Worked           | .14**  | --     |       |        |       |        |        |        |        |        |        |        |    |
| 3. Tenure                 | .40**  | .20**  | --    |        |       |        |        |        |        |        |        |        |    |
| 4. HPWS                   | -.05   | .01    | .03   | --     |       |        |        |        |        |        |        |        |    |
| 5. Māori HPMT             | -.12** | -.07   | -.09  | .63**  | --    |        |        |        |        |        |        |        |    |
| <b>Job Outcomes</b>       |        |        |       |        |       |        |        |        |        |        |        |        |    |
| 6. Job Satisfaction       | .12**  | .02    | .01   | .49**  | .31** | --     |        |        |        |        |        |        |    |
| 7. Career Satisfaction    | .03    | .04    | .05   | .51**  | .35** | .66**  | --     |        |        |        |        |        |    |
| 8. Work Engagement        | .16**  | .01    | -.02  | .40**  | .25** | .78**  | .57**  | --     |        |        |        |        |    |
| 9. Turnover Intentions    | -.20** | -.01   | -.06  | -.16** | -.10* | -.31** | -.22** | -.28** | --     |        |        |        |    |
| <b>Wellbeing Outcomes</b> |        |        |       |        |       |        |        |        |        |        |        |        |    |
| 10. Work-life balance     | .08    | -.12** | .01   | .41**  | .26** | .63**  | .48**  | .53**  | -.19** | --     |        |        |    |
| 11. Happiness             | .21**  | .01    | .13** | .32**  | .20** | .49**  | .47**  | .45**  | -.31** | .41**  | --     |        |    |
| 12. Cultural Wellbeing    | -.01   | -.00   | -.03  | .40**  | .62** | .48**  | .49**  | .43**  | -.06   | .40**  | .28**  | --     |    |
| 13. Emotional Exhaustion  | -.18** | .13**  | -.02  | -.18** | -.09  | -.37** | -.23** | -.32** | .33**  | -.35** | -.30** | -.14** | -- |

Note: N=477, \*p<.05, \*\*p<.01.

## 6.2 Regression analysis towards Job Outcomes

Table 7 shows the model of Māori HPMT predicting HPWS, which can be a first step in mediation. We find that Māori HPMT is significantly related to HPWS ( $\beta=.46(.03)$ ,  $p<.001$ , LL= .41, UL= .51), accounting for 40% of the variance ( $p<.001$ ). Table 8 shows the effects of Māori HPMT predicting job satisfaction and career satisfaction, with HPWS mediating, and then both Māori HPMT and HPWS interacting together. Towards job satisfaction, Māori HPMT is significant ( $\beta= .29(.04)$ ,  $p<.001$ , LL= .21, UL= .37) accounting for 10% of the variance. Further, HPWS is also significant ( $\beta= .62(.06)$ ,  $p<.001$ , LL= .50, UL= .75), accounts for 15% of the variance towards job satisfaction, and fully mediates the effects of Māori HPMT (drops to  $\beta= .01(.05)$ ,  $p=.900$ , LL= -.08, UL= .10). This supports Hypotheses 2a and 6a (around the mediation effects). Furthermore, a significant interaction is found between Māori HPMT and HPWS towards job satisfaction ( $\beta= .10(.04)$ ,  $p=.014$ , LL= .02, UL= .17), accounting for an additional 1% of the variance. Overall, the model is robust, accounting for 27.6% of the variance and significant ( $F= 29.789$ ,  $p<.001$ ).

**Table 7. Regression Analyses towards HPWS**

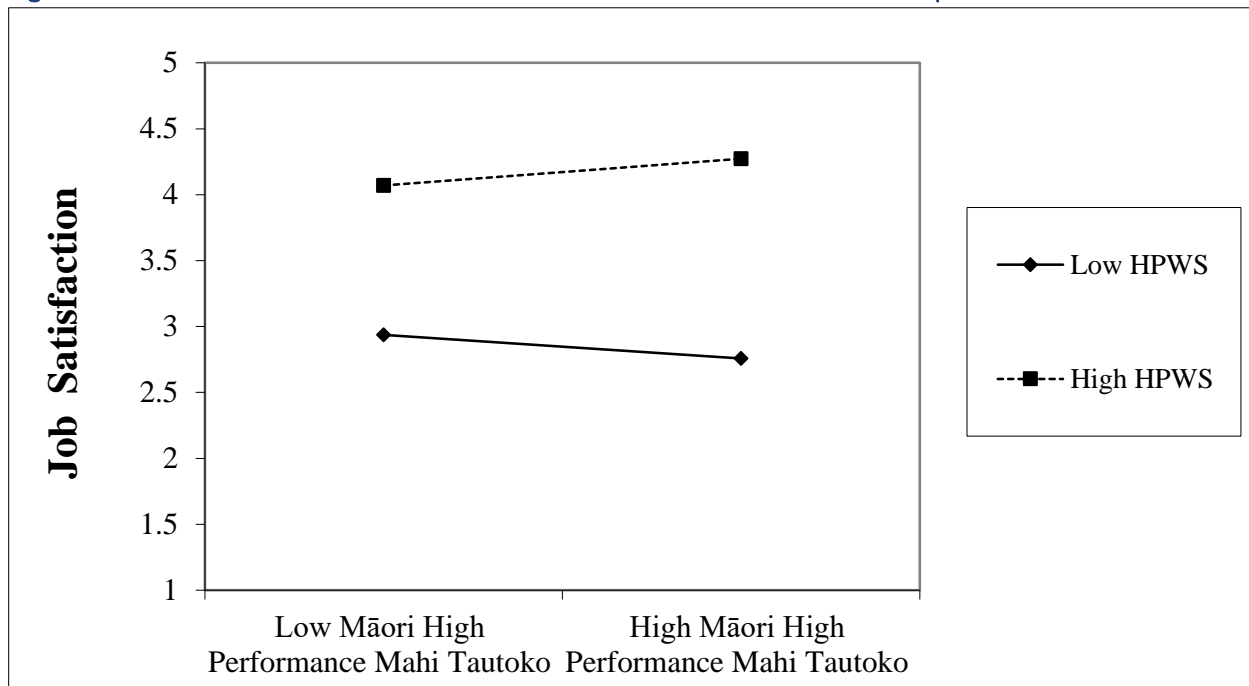
| Variables             | HPWS                   |                      |      |
|-----------------------|------------------------|----------------------|------|
|                       | $\beta$ (SE)           | Confidence Intervals | p    |
| <b>Controls</b>       |                        |                      |      |
| Age                   | -.01(.01)              | LL= -.03, LU= .02    | .640 |
| Hours Worked          | .02(.01)               | LL= .00, LU= .04     | .021 |
| Tenure                | .01(.01)               | LL= -.01, UL= .04    | .302 |
| R <sup>2</sup> Change | .01                    |                      | .408 |
| <b>Predictor</b>      |                        |                      |      |
| Māori HPMT            | .46(.03)               | LL= .41, LU= .51     | .000 |
| R <sup>2</sup> Change | .40                    |                      | .000 |
| Total R <sup>2</sup>  | .407                   |                      |      |
| F Score               | F= 81.152 ( $p<.001$ ) |                      |      |

**Table 8. Regression Analyses towards Job Outcomes**

| Variables                                | Job Satisfaction    |                      |      | Career Satisfaction |                      |      |
|------------------------------------------|---------------------|----------------------|------|---------------------|----------------------|------|
|                                          | $\beta$ (SE)        | Confidence Intervals | p    | $\beta$ (SE)        | Confidence Intervals | p    |
| <b>Controls</b>                          |                     |                      |      |                     |                      |      |
| Age                                      | .06(.02)            | LL= .03, LU= .09     | .000 | .02(.02)            | LL= -.01, LU= .05    | .221 |
| Tenure                                   | -.02(.01)           | LL= -.05, UL= .00    | .065 | .00(.01)            | LL= -.02, UL= .03    | .769 |
| Hours Worked                             | .00(.01)            | LL= -.03, LU= .03    | .948 | .01(.02)            | LL= -.02, LU= .05    | .528 |
| R <sup>2</sup> Change                    | .02                 |                      | .051 | .00                 |                      | .685 |
| <b>Predictor</b>                         |                     |                      |      |                     |                      |      |
| Māori HPMT                               | .29(.04)            | LL= .21, LU= .37     | .000 | .34(.04)            | LL= .26, LU= .42     | .000 |
| Māori HPMT <i>with mediator included</i> | .01 (.05)           | LL= -.08, LU= .10    | .900 | .05(.05)            | LL= -.04, LU= .14    | .285 |
| R <sup>2</sup> Change                    | .10                 |                      | .000 | .13                 |                      | .000 |
| <b>Mediator</b>                          |                     |                      |      |                     |                      |      |
| HPWS                                     | .62(.06)            | LL= .50, LU= .75     | .000 | .62(.07)            | LL= .49, LU= .76     |      |
| R <sup>2</sup> Change                    | .15                 |                      | .000 | .13                 |                      | .000 |
| <b>Interaction</b>                       |                     |                      |      |                     |                      |      |
| Māori HPMT x HPWS                        | .10(.04)            | LL= .02, LU= .17     | .014 | .15(.04)            | LL= .07, LU= .23     | .000 |
| R <sup>2</sup> Change                    | .01                 |                      | .014 | .02                 |                      | .000 |
| Total R <sup>2</sup>                     | .276                |                      |      | .283                |                      |      |
| F Score                                  | F= 29.789 (p< .001) |                      |      | F= 30.934 (p< .001) |                      |      |

Figure 1 shows that at low levels of Māori HPMT, the job satisfaction of Māori employees differs widely by HPWS, with those working for a firm offering high HPWS reporting significantly higher job satisfaction. When this is compared to those respondents with high levels of Māori HPMT, the job satisfaction of Māori employees improves slightly, with the highest job satisfaction being from Māori employees with high HPWS and high Māori HPMT. This supports the intensification argument (Hypothesis 7a).

**Figure 1. Indirect Effects of Māori HPMT x HPWS with Job Satisfaction as the Dependent Variable**



Towards career satisfaction, Māori HPMT is significant ( $\beta = .34(.04)$ ,  $p < .001$ ,  $LL = .26$ ,  $UL = .42$ ) accounting for 13% of the variance. Further, HPWS is also significant ( $\beta = .62(.07)$ ,  $p < .001$ ,  $LL = .49$ ,  $UL = .76$ ), accounts for 13% of the variance towards career satisfaction, and fully mediates the effects of Māori HPMT (drops to  $\beta = .05(.05)$ ,  $p = .285$ ,  $LL = -.04$ ,  $UL = .14$ ). This supports Hypotheses 2b and 6b (mediation effects). Furthermore, a significant interaction is found between Māori HPMT and HPWS towards career satisfaction ( $\beta = .15(.04)$ ,  $p = .014$ ,  $LL = .07$ ,  $UL = .23$ ), accounting for an additional 2% of the variance. Overall, the model is robust, accounting for 28.3% of the variance and significant ( $F = 30.934$ ,  $p < .001$ ).

Figure 2 shows similar effects to those towards job satisfaction. At low levels of Māori HPMT, the career satisfaction of Māori employees differs widely by HPWS, with those working for a firm offering high HPWS reporting significantly higher career satisfaction. When this is compared to those respondents with high levels of Māori HPMT, the career satisfaction of Māori employees increases, with the highest career satisfaction being from Māori employees with high HPWS and high Māori HPMT, supporting the intensification argument (Hypothesis 7b).

Figure 2. Indirect Effects of Māori HPMT x HPWS with Career Satisfaction as the Dependent Variable

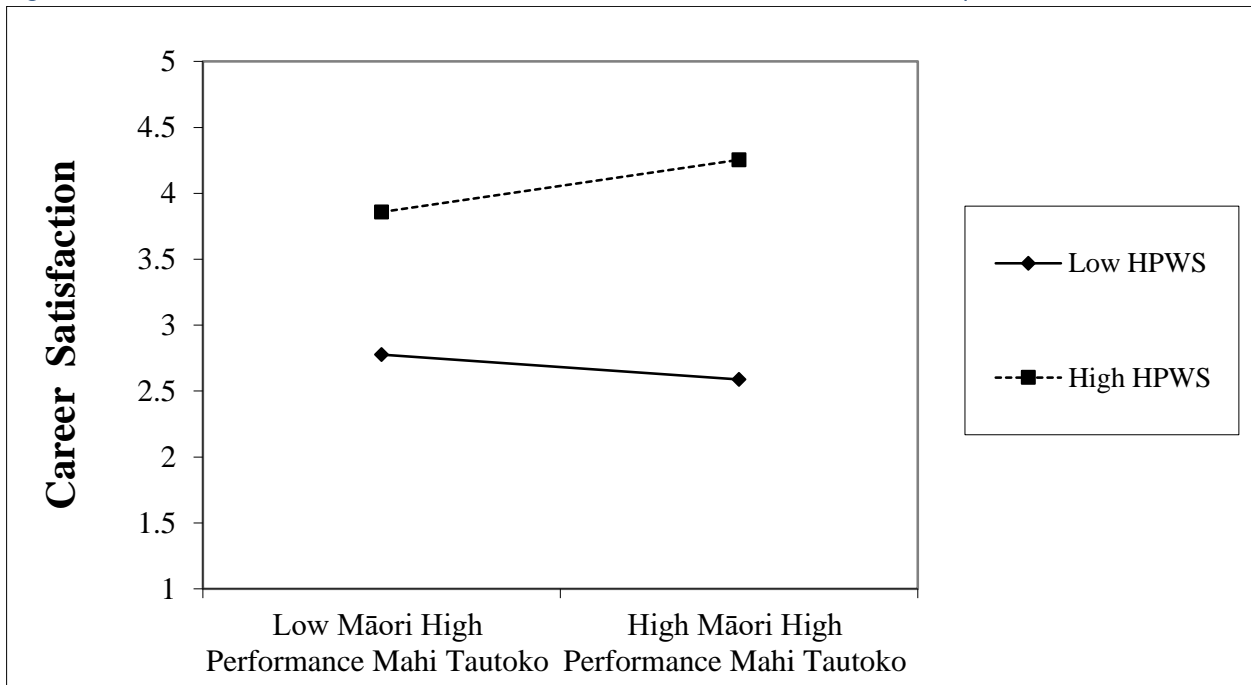




Table 9 shows the effects of Māori HPMT predicting work engagement and turnover intentions, with HPWS mediating, and then both Māori HPMT and HPWS interacting together. Towards work engagement, Māori HPMT is significant ( $\beta = .22(.04)$ ,  $p < .001$ , LL = .16, UL = .30) accounting for 7% of the variance. Further, HPWS is also significant ( $\beta = .50(.06)$ ,  $p < .001$ , LL = .37, UL = .63), accounts for 10% of the variance towards work engagement, and fully mediates the effects of Māori HPMT (drops to  $\beta = .00(.05)$ ,  $p = .967$ , LL = -.09, UL = .09). This supports Hypotheses 2c and 6c (mediation effects). However, no significant interaction was found between Māori HPMT and HPWS towards work engagement ( $\beta = .02(.04)$ ,  $p = .534$ , LL = -.05, UL = .10), accounting for no additional variance, failing to support Hypothesis 7c. Overall, the model is robust, accounting for 20.8% of the variance and is significant ( $F = 20.578$ ,  $p < .001$ ).

Towards turnover intentions, Māori HPMT is significant ( $\beta = -.15(.05)$ ,  $p = .006$ , LL = -.25, UL = -.04) accounting for 2% of the variance. Further, HPWS is also significant ( $\beta = -.27(.10)$ ,  $p = .005$ , LL = -.46, UL = -.08), accounts for 2% of the variance towards turnover intentions, and fully mediates the effects of Māori HPMT (drops to  $\beta = -.03(.07)$ ,  $p = .705$ , LL = -.16, UL = .11). This supports Hypotheses 3 and 6d (around the mediation effects). However, no significant interaction was found between Māori HPMT and HPWS towards turnover intentions ( $\beta = .10(.06)$ ,  $p = .093$ , LL = -.02, UL = .21), but does account for 1% additional variance. Hence, there is no support for Hypothesis 7d. Overall, the model is significant ( $F = 6.706$ ,  $p < .001$ ) but very small in size, accounting for only 7.9% variance.

**Table 9. Regression Analyses towards Job Outcomes**

| Variables                                | Work Engagement     |                      |      | Turnover Intentions |                      |      |
|------------------------------------------|---------------------|----------------------|------|---------------------|----------------------|------|
|                                          | $\beta$ (SE)        | Confidence Intervals | P    | $\beta$ (SE)        | Confidence Intervals | p    |
| <b>Controls</b>                          |                     |                      |      |                     |                      |      |
| Age                                      | .08(.02)            | LL= .05, LU= .11     | .000 | -.10(.02)           | LL= -.15, LU= -.06   | .000 |
| Tenure                                   | -.03(.01)           | LL= -.06, UL= -.01   | .008 | .01(.02)            | LL= -.02, UL= .05    | .472 |
| Hours Worked                             | -.00(.02)           | LL= -.04, LU= .03    | .871 | .01(.03)            | LL= -.04, LU= .06    | .768 |
| R <sup>2</sup> Change                    | .03                 |                      | .001 | .04                 |                      | .001 |
| <b>Predictor</b>                         |                     |                      |      |                     |                      |      |
| Māori HPMT                               | .23(.04)            | LL= .16, LU= .30     | .000 | -.15(.05)           | LL= -.25, LU= -.04   | .006 |
| Māori HPMT <i>with mediator included</i> | .00 (.05)           | LL= -.09, LU= .09    | .967 | -.03(.07)           | LL= -.16, LU= .11    | .705 |
| R <sup>2</sup> Change                    | .07                 |                      | .000 | .02                 |                      | .006 |
| <b>Mediator</b>                          |                     |                      |      |                     |                      |      |
| HPWS                                     | .50(.06)            | LL= .37, LU= .63     | .000 | -.27(.10)           | LL= -.46, LU= -.08   | .005 |
| R <sup>2</sup> Change                    | .10                 |                      | .000 | .02                 |                      | .005 |
| <b>Interaction</b>                       |                     |                      |      |                     |                      |      |
| Māori HPMT x HPWS                        | .02(.04)            | LL= -.05, LU= .10    | .534 | .10(.06)            | LL= -.02, LU= .21    | .093 |
| R <sup>2</sup> Change                    | .00                 |                      | .534 | .01                 |                      | .093 |
| Total R <sup>2</sup>                     | .208                |                      |      | .079                |                      |      |
| F Score                                  | F= 20.578 (p< .001) |                      |      | F= 6.706 (p< .001)  |                      |      |

### 6.3 Regression Analysis Towards Wellbeing Outcomes

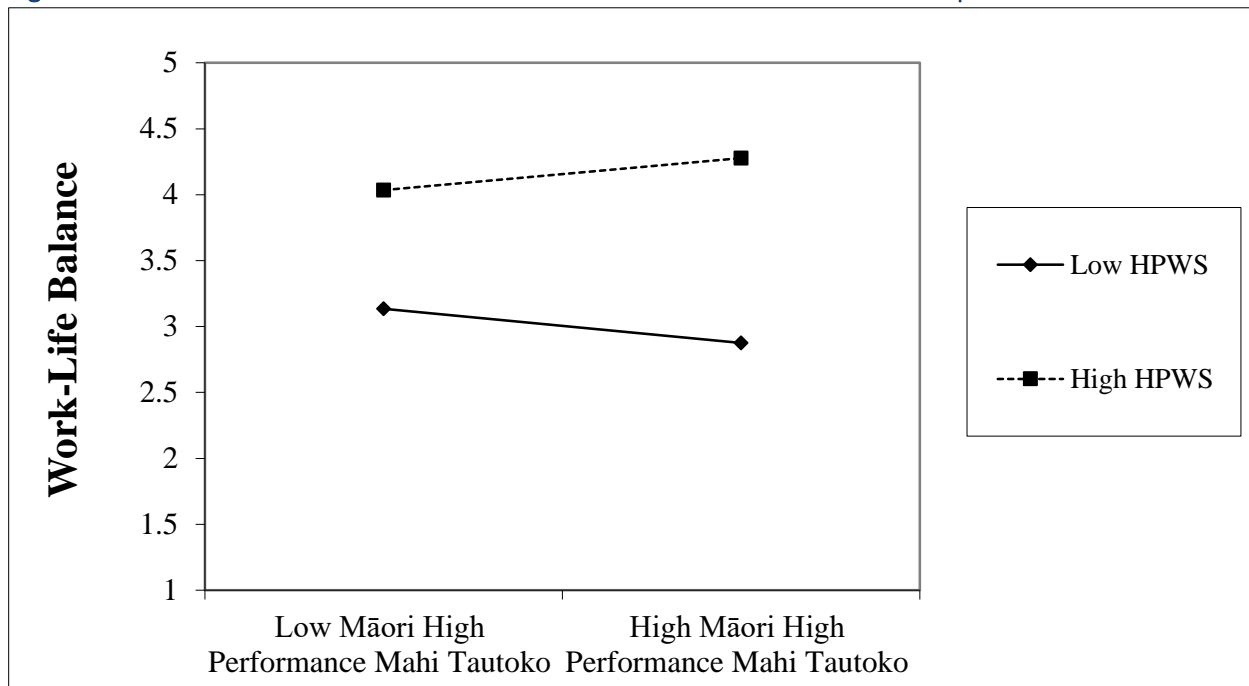
Table 10 shows the effects of Māori HPMT predicting work-life balance and happiness, with HPWS mediating, and then both Māori HPMT and HPWS interacting together. Towards work-life balance, Māori HPMT is significant ( $\beta = .23(.04)$ ,  $p < .001$ , LL = .16, UL = .31) accounting for 7% of the variance. Further, HPWS is also significant ( $\beta = .52(.07)$ ,  $p < .001$ , LL = .39, UL = .65), accounts for 11% of the variance towards work-life balance, and fully mediates the effects of Māori HPMT (drops to  $\beta = -.00(.05)$ ,  $p = .931$ , LL = -.10, UL = .09). This supports Hypotheses 4a and 6e (around the mediation effects). Furthermore, a significant interaction is found between Māori HPMT and HPWS towards work-life balance ( $\beta = .13(.04)$ ,  $p = .001$ , LL = .05, UL = .20), accounting for an additional 2% of the variance for work-life balance. Overall, the model is robust, accounting for 21.8% of the variance and is significant ( $F = 21.872$ ,  $p < .001$ ).

**Table 10. Regression Analyses towards Wellbeing Outcomes**

| Variables                         | Work-Life Balance   |                      |      | Happiness           |                      |      |
|-----------------------------------|---------------------|----------------------|------|---------------------|----------------------|------|
|                                   | $\beta$ (SE)        | Confidence Intervals | p    | $\beta$ (SE)        | Confidence Intervals | p    |
| <b>Controls</b>                   |                     |                      |      |                     |                      |      |
| Age                               | .04(.02)            | LL= .02, LU= .07     | .004 | .17(.04)            | LL= .10, LU= .25     | .000 |
| Tenure                            | -.01(.01)           | LL= -.03, UL= .02    | .468 | .03(.03)            | LL= -.03, UL= .10    | .307 |
| Hours Worked                      | -.06(.02)           | LL= -.09, LU= -.02   | .001 | -.03(.04)           | LL= -.12, LU= .05    | .461 |
| R <sup>2</sup> Change             | .02                 |                      | .009 | .05                 |                      | .000 |
| <b>Predictor</b>                  |                     |                      |      |                     |                      |      |
| Māori HPMT                        | .23(.04)            | LL= .16, LU= .31     | .000 | .50(.10)            | LL= .31, LU= .69     | .000 |
| Māori HPMT with mediator included | -.00(.05)           | LL= -.10, LU= .09    | .931 | .09(.12)            | LL= -.15, LU= .32    | .285 |
| R <sup>2</sup> Change             | .07                 |                      | .000 | .05                 |                      | .000 |
| <b>Mediator</b>                   |                     |                      |      |                     |                      |      |
| HPWS                              | .52(.07)            | LL= .39, LU= .65     | .000 | .90(.17)            | LL= .58, LU= 1.23    | .000 |
| R <sup>2</sup> Change             | .11                 |                      | .000 | .05                 |                      | .000 |
| <b>Interaction</b>                |                     |                      |      |                     |                      |      |
| Māori HPMT x HPWS                 | .13(.04)            | LL= .05, LU= .20     | .001 | .10(.10)            | LL= -.10, LU= .30    | .309 |
| R <sup>2</sup> Change             | .02                 |                      | .001 | .00                 |                      | .309 |
| Total R <sup>2</sup>              | .218                |                      |      | .154                |                      |      |
| F Score                           | F= 21.872 (p< .001) |                      |      | F= 14.232 (p< .001) |                      |      |

Figure 3 shows that at low levels of Māori HPMT, the work-life balance of Māori employees differs widely by HPWS, with those working for a firm offering high HPWS reporting significantly higher work-life balance. When this is compared to those respondents with high levels of Māori HPMT, the work-life balance of Māori employees increases, with ultimately the highest work-life balance being from Māori employees with high HPWS and high Māori HPMT, supporting the intensification hypothesis (Hypothesis 7e).

**Figure 3. Indirect Effects of Māori HPMT x HPWS with Work-Life Balance as the Dependent Variable**



Towards happiness, Māori HPMT is significant ( $\beta = .50(.10)$ ,  $p < .001$ ,  $LL = .31$ ,  $UL = .69$ ) accounting for 5% of the variance. Further, HPWS is also significant ( $\beta = .90(.17)$ ,  $p < .001$ ,  $LL = .58$ ,  $UL = 1.23$ ), accounting for 5% of the variance towards happiness. The inclusion of HPWS also fully mediates the effects of Māori HPMT (drops to  $\beta = .09(.12)$ ,  $p = .285$ ,  $LL = -.15$ ,  $UL = .32$ ). This supports Hypotheses 4b and 6f (around the mediation effects). However, no significant interaction was found between Māori HPMT and HPWS towards happiness ( $\beta = .10(.10)$ ,  $p = .309$ ,  $LL = -.10$ ,  $UL = .30$ ), accounting for no extra variance, providing no support for Hypothesis 7f. Overall, the model is significant ( $F = 14.232$ ,  $p < .001$ ) but modest, accounting for only 15.4% variance.

Table 11 shows the effects of Māori HPMT predicting cultural wellbeing and emotional exhaustion, with HPWS mediating, and then both Māori HPMT and HPWS interacting together. Towards cultural wellbeing, Māori HPMT is significant ( $\beta = .53(.03)$ ,  $p < .001$ ,  $LL = .47$ ,  $UL = .59$ ) accounting for 38% of the variance. However, unlike the previous models, HPWS is not significant ( $\beta = .02(.06)$ ,  $p = .680$ ,  $LL = -.09$ ,  $UL = .13$ ), accounting for zero additional variance towards cultural wellbeing. It had no mediation effect on the influence of Māori HPMT. This supports Hypotheses 4c but not Hypothesis 6g (the mediation effects).

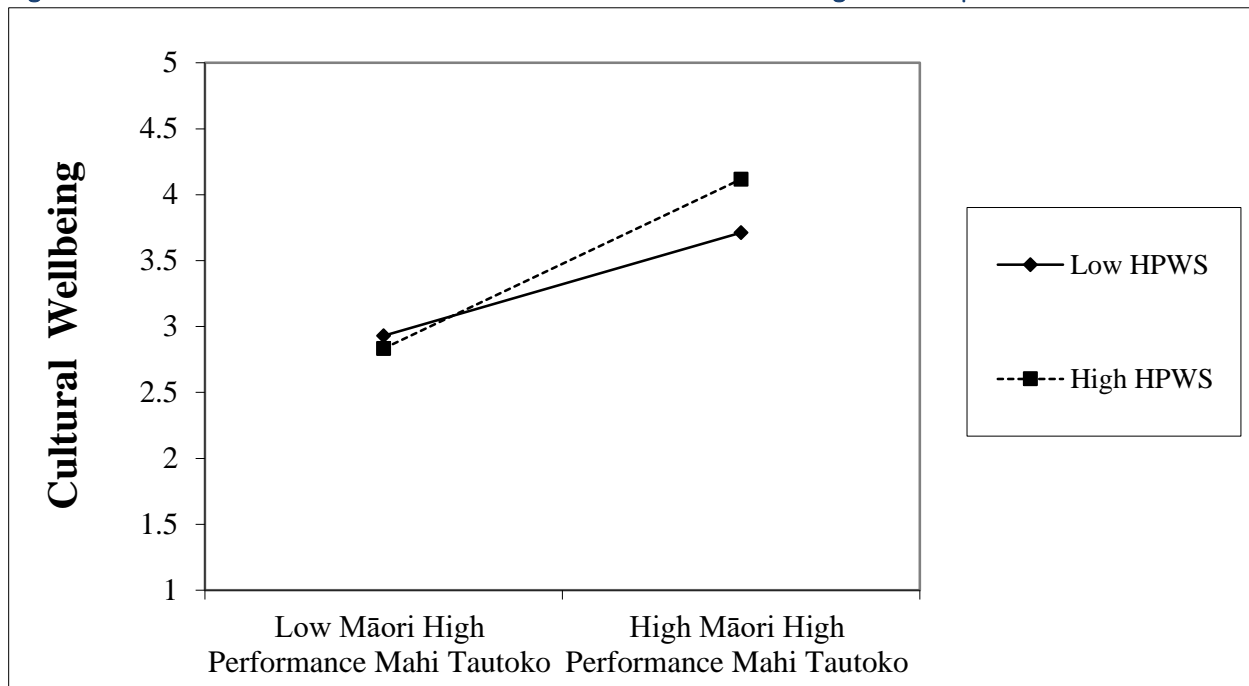
However, a significant interaction is found between Māori HPMT and HPWS towards cultural wellbeing ( $\beta = .13(.03)$ ,  $p < .001$ ,  $LL = .06$ ,  $UL = .19$ ), accounting for an additional 2% of the variance for cultural wellbeing. Overall, the model is very strong and robust, accounting for 40.2% of the variance and is significant ( $F = 52.623$ ,  $p < .001$ ).

**Table 11. Regression Analyses towards Wellbeing Outcomes**

| Variables                         | Cultural Wellbeing  |                      |      | Emotional Exhaustion |                      |      |
|-----------------------------------|---------------------|----------------------|------|----------------------|----------------------|------|
|                                   | $\beta$ (SE)        | Confidence Intervals | p    | $\beta$ (SE)         | Confidence Intervals | p    |
| <b>Controls</b>                   |                     |                      |      |                      |                      |      |
| Age                               | .02(.01)            | LL= -.01, LU= .05    | .128 | -.10(.02)            | LL= -.14, LU= -.06   | .000 |
| Tenure                            | -.00(.01)           | LL= -.02, UL= .02    | .934 | .02(.02)             | LL= -.01, UL= .06    | .236 |
| Hours Worked                      | .01(.02)            | LL= -.02, LU= .04    | .370 | .08(.02)             | LL= .03, LU= .13     | .001 |
| R <sup>2</sup> Change             | .00                 |                      | .937 | .06                  |                      | .000 |
| <b>Predictor</b>                  |                     |                      |      |                      |                      |      |
| Māori HPMT                        | .53(.03)            | LL= .47, LU= .59     | .000 | -.11(.05)            | LL= -.21, LU= -.01   | .029 |
| Māori HPMT with mediator included | .52(.04)            | LL= .44, LU= .60     | .000 | .05(.07)             | LL= -.08, LU= .17    | .285 |
| R <sup>2</sup> Change             | .38                 |                      | .000 | .01                  |                      | .029 |
| <b>Mediator</b>                   |                     |                      |      |                      |                      |      |
| HPWS                              | .02(.06)            | LL= -.09, LU= .13    | .680 | -.35(.09)            | LL= -.53, LU= -.17   | .000 |
| R <sup>2</sup> Change             | .00                 |                      | .680 | .03                  |                      | .000 |
| <b>Interaction</b>                |                     |                      |      |                      |                      |      |
| Māori HPMT x HPWS                 | .13(.03)            | LL= .06, LU= .19     | .000 | -.03(.06)            | LL= -.14, LU= .08    | .563 |
| R <sup>2</sup> Change             | .02                 |                      | .000 | .00                  |                      | .563 |
| Total R <sup>2</sup>              | .402                |                      |      | .096                 |                      |      |
| F Score                           | F= 52.623 (p< .001) |                      |      | F= 8.287 (p< .001)   |                      |      |

Figure 4 shows that at low levels of Māori HPMT, the effects on the cultural wellbeing of Māori employees does not differ at across levels of HPWS. When this is compared to those respondents with high levels of Māori HPMT, there is an increase in cultural wellbeing of Māori employees for all respondents with high Māori HPMT, but this effect is strongest (highest cultural wellbeing) for Māori employees with high HPWS and high Māori HPMT, whereby again the intensification argument is supported (Hypothesis 7g).

**Figure 4. Indirect Effects of Māori HPMT x HPWS with Cultural Wellbeing as the Dependent Variable**



Finally, towards emotional exhaustion, Māori HPMT is significant ( $\beta = -.11(.05)$ ,  $p = .029$ ,  $LL = -.21$ ,  $UL = -.01$ ) accounting for 1% of the variance. Further, HPWS is also significant ( $\beta = -.35(.09)$ ,  $p < .001$ ,  $LL = -.53$ ,  $UL = -.17$ ), accounting for 3% of the variance towards emotional exhaustion. The inclusion of HPWS also fully mediates the effects of Māori HPMT (drops to  $\beta = .05(.07)$ ,  $p = .285$ ,  $LL = -.08$ ,  $UL = .17$ ). This supports Hypotheses 5 and 6h (around the mediation effects). However, no significant interaction was found between Māori HPMT and HPWS towards happiness ( $\beta = -.03(.06)$ ,  $p = .563$ ,  $LL = -.14$ ,  $UL = .08$ ), accounting



for no extra variance. This fails to support Hypothesis 7h. Overall, the model is significant ( $F= 8.287$ ,  $p< .001$ ) but modest, accounting for only 9.6% variance.

A final exploration of the mediation effects showed that while HPWS did typically fully mediate the influence of Māori HPMT, HPWS-Māori still had a statistically significant indirect effect on all outcomes. Hence, the addition of Māori HPMT to the models did provide unique and significant variance beyond the traditional HPWS.

## 6.4 Post-Hoc Analyses

Given the unique focus on Māori HPMT relative to the wider HPWS literature, we conducted additional analyses to determine whether Māori HPMT and HPWS significantly differ from each other, and whether they differ by firm size and by sector. A paired t-test shows that HPWS ( $M= 3.43$ ,  $SD= 0.71$ ) and Māori HPMT ( $M= 3.26$ ,  $SD= 1.00$ ) significantly differ, with HPWS being higher ( $t= 4.881$ ,  $p< .001$ ). By firm size, the five categories are: micro-sized (10 employees or less), small-sized (11-50 employees), medium-sized (51-250 employees), large size (251-1000 employees), and very large (1001+ employees) sized. The ANOVA results showed no significant differences across HPWS ( $F= 0.397$ ,  $p= .811$ ) or Māori HPMT ( $F= 0.556$ ,  $p= .694$ ). By sector, the categories were private, public, and not-for-profit. While the ANOVA analyses did not show a significant difference for HPWS ( $F= 0.207$ ,  $p= .813$ ), there was a significant difference for Māori HPMT ( $F= 7.167$ ,  $p= .001$ ). ANOVA followed Haar et al. (2014) and used the Student–Newman–Keuls tests as a post-hoc analysis. Analyses showed that Māori HPMT are highest for Māori employees working in the not-for-profit sector ( $M= 3.54$ ), which was significantly higher than public sector ( $M= 3.42$ ) and private sector ( $M= 3.10$ ). Further, the level of Māori HPMT amongst public sector Māori employees was significantly higher than private sector Māori employees.

## 7 DISCUSSION

The present study explored a gap in the literature with respect to understanding HPWS in Aotearoa and specifically whether a distinct cluster of Māori specific HPWS might exist and what role might they play on Māori employee outcomes. It was highlighted that while Māori accounted for a significant proportion of the Aotearoa population, they were largely under-represented in the HPWS literature, despite the existence of Aotearoa-specific studies (e.g., Boxall & Macky, 2014; Macky & Boxall, 2008). We argued that Aotearoa was a unique cultural setting where HR practices could be tailored to specifically target Māori employees, and hence we sought to test this. Indeed, Aotearoa has legislation (Treaty of Waitangi) that encourages Māori language and culture (Haar & Brougham, 2013) and this could lead to HPWS targeting Māori. Beyond meta-analytic support for firm performance (e.g., Combs et al., 2006; Subramony, 2009; Zhai & Tian, 2019), HPWS are well linked to a number of employee-level outcomes. Given the focus on Māori employees, this study centred on outcomes at this level.

Overall, job outcomes are well supported, especially job satisfaction (e.g., Mihail & Kloutsiniotis, 2016; Ogonnaya, & Valizade, 2018; Xian et al., 2019), work engagement (e.g., Cooke et al., 2019; Hu et al., 2019; Lv & Xu, 2018) and turnover intentions (Jyoti & Rani, 2019; Sikora et al., 2015; Ang et al., 2013). However, there is less evidence towards career related outcomes (exceptions being Karatepe & Vatankhah, 2015; Safavi & Karatepe, 2018). Towards wellbeing outcomes, emotional exhaustion (Jyoti & Rani, 2019; Fan et al., 2014; Kilroy et al., 2016; Mihail & Kloutsiniotis, 2016) showed the widest support, while other outcomes including work-life balance (Safavi & Karatepe, 2018) and work-family conflict (Boxall & Macky, 2014) have received some attention. Studies linking HPWS and happiness are rare (Huang et al., 2016), while our last wellbeing outcome, cultural wellbeing, has never been explored.

Overall, the present study focused on developing a suite of potential HPWS targeting Māori and we generated a broad range of potential HR practices from the case studies (see Table 2). We narrowed this down to seven potential HR practices and, in the next step, we empirically tested these towards our outcomes. We tested relationships using a large sample (n=477) of Māori employees and this addresses two issues in the literature. First, the lack of specific focus on Māori employees in the Aotearoa context within the HPWS literature is addressed. Further, the focus on both HWS and Māori HPMT addresses calls from the literature around the universalistic arguments of HR (e.g., Allen et al., 2013) and thus we broadly strengthen our understanding and add to the literature by finding that HPWS can be utilised specifically towards HR practices targeting Māori employees. Further, this allows for interactive processes to be enjoyed, rather than separating benefits entirely. Overall, this was well supported with HPWS and Māori HPMT being significantly linked to almost all outcomes. Second, the traditional HPWS operate as per the wider literature, and indeed, we find that the more traditional bundle of HPWS (e.g., Datta et al., 2005) largely mediate the influence of Māori HPMT. However, the consistent significant indirect effects from Māori HPMT and the significant interactions toward half of the job outcomes (job and career satisfaction) and half of the wellbeing outcomes (work-life balance and cultural wellbeing), highlights the unique value that including Māori HPMT can play.

While the meta-analysis by Zhai and Tian (2019) explored HPWS and firm outcomes, they reported that developing economies had higher effect sizes than firms in developed economies. While Aotearoa is a developed country, the economic differences for Māori are stark, especially around work (e.g., Haar & Brougham, 2013). For example, the unemployment rate in Aotearoa for NZ Europeans (the ethnic majority) is 3.5% compared to the Māori rate of 8.7%, which is 249% higher (Statistics New Zealand, 2020a). Similarly, the underutilisation rate is 9.7% for New Zealander Europeans but 18.9% for Māori, being 190% higher (Statistics New Zealand, 2020a). This represents the proportion of those in the extended labour force (unemployed and underemployed). Further, the latest census data (2018) shows the dominant majority

(NZ Europeans) earn a median income 42% higher than Māori (Statistics New Zealand, 2020b). Hence, it might be that while Aotearoa represents a developed country, that development is not evenly shared by the indigenous people around work. Ironically, this might help facilitate the strong positive effects from HPWS (e.g., Zhai & Tian, 2019) and warrants further exploration.

These findings support the argument that Aotearoa organisations could tailor their HR practices to Māori, in response to Māori employees' cultural alignment with wider family, working as a collective, and the importance of connections and networks (Haar & Delaney, 2009; Haar et al., 2012; Brougham et al., 2015). Indeed, this supports academics who argue that the work experiences for Māori are likely be distinct (Amoamo et al., 2018; Haar & Delaney, 2009; Mika & O'Sullivan, 2014). The present study adds much needed empirical evidence that has not previously been available. Overall, the empirical evidence supports the theoretical approach of COR theory and confirms this with a unique indigenous population. Further, the evidence provides strong support for HPWS and highlights not only its applicability within an indigenous population – a first for the literature – but how it may also be extended to include a specific indigenous focus. This provides valuable insights to the HPWS field.

## 7.1 Implications

We know that HPWS likely are important for firm performance and also benefit work outcomes in Aotearoa (e.g., Boxall & Macky, 2014; Macky & Boxall, 2007, 2008). The present study shows these employee benefits now include Māori employees, and that organisations that develop and offer HPWS that specifically target Māori are likely to be especially beneficial. Hence, the implication for Aotearoa organisations is to explore these practices and adopt them where possible, whether they currently have a large Māori workforce or not. Hence, they could be adopted to help attract more Māori workers. Importantly though, this study showed that while HPWS were modestly offered ( $M= 3.43$ ) this was significantly higher than Māori HPMT, highlighting that there are wide opportunities for employers to engage in such practices, especially those

targeting Māori employees. Further, while our post-hoc analysis showed that firm size did not differ in their offerings across our sample, private sector firms were poor performers, lagging well behind the not-for-profit sector and public sector. Firms seeking competitive advantage over competitors might find HPWS generally, and Māori HPMT especially beneficial.

The implications for research include extending this approach to other cultural settings. The United States has almost 40% ethnic diversity (United States Census Bureau, 2020), and countries like Canada and Australia have their own indigenous populations. Thus, expanding this approach globally is warranted. Indeed, the World Bank (2019) state there are 476 million indigenous people across 90 countries worldwide. Hence, there is likely a wide range of populations where an indigenous or minority focused approach to HPWS might be undertaken.

Further, given that some of these cultural values, such as workplace collectivism (Haar et al., 2019a) transcend beyond Māori culture and could align with other minority groups in Aotearoa, like the broader Pacifica and Asian populations (Haar et al., 2014), particularly since these groups are the fastest growing populations within Aotearoa (Statistics New Zealand, 2019b). Future research might seek to explore the influence of these HPWS-Māori on other ethnic minorities. Finally, researchers might want to focus on the Māori economy and specifically whether Māori enterprises offer greater Māori HPMT. If these provide additional enhancement on Māori employee outcomes and if Māori enterprises more likely to offer them. Do they enjoy greater performance benefits in return?

Finally, researchers should also focus on job performance and associated outcomes like organisational citizenship behaviours, to understand the benefits of HPWS more fully and Māori HPMT on Māori employees.

## 7.2 Limitations

The meta-analysis by Combs et al. (2006) noted that most studies on HPWS use cross-sectional data and the present study is no different, although the use of case studies to explore items for the Māori HPMT construct adds further weight. Podsakoff, MacKenzie, Lee, and Podsakoff (2003) highlighted issues around common method variance from cross-sectional data and we conducted two post-hoc tests to determine whether common method variance was an issue. First, Harman's One factor Test (unrotated factor analysis) accounted for 31.6% of the variance, which is below the threshold of 50% (Podsakoff et al., 2003). Second, we conducted the Lindell and Whitney test, where a partial correlation was run controlling for an unrelated construct. We used respondent's fluency in *te reo Māori* (Māori language), coded 1=none, 5=fluent, and this resulted in no change on the strength of correlations. Again, this supports that common method variance is not an issue. Finally, Evans (1985) reported that when significant moderating effects are found, common method variance is unlikely, and half the interactions tested were significant (four from eight). Overall, these suggest that common method variance is unlikely to be of major concern in the present study. Further, our sample included 477 Māori employees, across a broad range of sectors, industries, and professions, and provides good generalizability of these findings.

## 8 CONCLUSION

The present study sought to explore whether HPWS benefited Māori employees, and whether Aotearoa provided a context whereby Māori-specific HPWS might be offered. Overall, there was evidence that Māori HPMT do indeed exist, and these were not only related to all outcomes (and towards cultural wellbeing), but while typically fully mediated by traditional HPWS, they always had significantly indirect effects. Further, we found significant evidence that Māori HPMT interact with traditional HPWS and that employees perceiving high levels of both reported the best job and wellbeing outcomes.

Importantly, the analysis showed that Aotearoa organisations have plenty of scope to develop and offer HPWS and the Māori-specific HR practices tested here, and indeed, this provides opportunities to explore culturally supportive HR practices more globally. Overall, the findings provide strong support for COR theory amongst indigenous employees and provides much needed growth and insights into the wider HPWS field. We encourage greater research of Māori HPMT or HPWS that target other indigenous populations in the workplace.

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