

Health & Wellbeing Research Unit (HoWRU)

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Organisational
Behaviour



Organisational
Psychology



Law and
Human
Resource
Management



Innovation and
Strategy



Health
Systems and
Services
Marketing



MQBS Health &
Wellbeing Research
Unit (HoWRU)



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1. MISSION AND OBJECTIVES

MISSION

The Health & Wellbeing Research Unit (HoWRU) fosters and advances human health through innovative organisational and system design and management.

OBJECTIVES

Our priorities in achieving this mission are to:

1. Create world-changing impact and engagement by partnering with industry, non-government organisations, and end-users, and by influencing practice and policy through expert contribution
2. Strengthen research excellence by conducting high-quality research with leading national and international research partners
3. Build on existing research strengths and enhance cross-disciplinary capability through funded projects and by building the research capacity of research leaders, early career researchers and postgraduate students.
4. Build a reputation for world-leading engaged and applied research excellence that optimises the health and wellbeing of people within organisations and the design and management of health and social care services

The HoWRU is an interdisciplinary, multi-method research endeavor that seeks to improve health and social outcomes by undertaking and facilitating collaborative research aimed at optimising the health of people in organisations and the design and management of health and social care.

Our unique research unit brings together expertise in behavioral science, entrepreneurship, leadership and innovation, and social and strategic marketing. Our interdisciplinary approach is further strengthened by quantitative and qualitative methodological expertise and a twin focus on scholarly excellence and industry relevance.

In doing so, the HoWRU will contribute to Macquarie University's efforts to build resilient societies and healthy people. We will strengthen disciplinary research and build cross-disciplinary capabilities that are aligned to Macquarie University's priorities, the national research agenda and significant global challenges.

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SOCIAL AND ECONOMIC IMPACT

Our research in employees' health and wellbeing addresses the role of organisations in supporting health and wellbeing and the potential for worker participation, resilience, and growth across the lifespan and among marginalized or special populations. By influencing organisational leadership and national policy decisions, this research has the capacity to generate social and economic impact by, for example:

- reducing stress-related absenteeism and turnover;
- increasing productivity and innovation;
- increasing employee satisfaction and wellbeing.

Within health and social care, our research in the field of services design, innovation, management, and marketing addresses the role of organisations and processes in efforts to develop and implement health service innovations, integrate and improve patient care, promote health interventions and improve the performance of healthcare organisations. By informing policy and decision-making, this research has the capacity to generate social and economic benefits through, for example:

- increased efficiency through innovative models of care, workforce redesign and flexible scopes of practice
- increasing accessibility through healthcare marketing initiatives
- enhanced patient care and safety through addressing sources of medical error
- improved health service provision through innovative approaches to health service redesign
- technology solutions to generate agreed measures of hospital performance in key clinical areas
- increased innovation and entrepreneurship within healthcare organisations

In addition to the social and economic significance of HoWRU's research, we also contribute to the strategic advancement of our constituent Departments, Macquarie Business School, and University by building a reputation of sustained excellence reflected in international and national rankings, and creating impact through research excellence and policy influence.

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2. RESEARCH PROGRAMS

Our programs reflect the interdisciplinary nature of the HoWRU priorities and highlight the diversity and strength of our partnerships and research capabilities.

2.1 WORKPLACE HEALTH AND WELLBEING

This research program focuses on a health-based model of organizational and employee factors associated with enhanced engagement and productivity, coping and resilience, and quality relationships at work. Organisations have the capacity to either support or hinder employee health and wellbeing through the systems, structure and policies they create, and we are committed to understanding the work-related factors that strengthen people's capacity to deal with challenges and trauma. We further explore issues of social justice at work and their implications for wellbeing and sustainability. This includes an expertise in investigating the impacts of law and regulation pertaining to health at work, such as health and safety law and workers' compensation law.

Current Projects:

The wellbeing and mental health in mining project, led by Rebecca Mitchell in collaboration with the Australian Institute of Mining and Metallurgy (AusIMM) is designed to explore factors that increase the wellbeing of those who work in the mining industry.

The Gig Economy as a Facilitator for Meaningful Employment project, in collaboration with with A/Prof Brendan Boyle (University of Newcastle), Prof Bronwyn Hemsley, Head of Speech Pathology at University of Technology Sydney and Challenge Community Services (CCS) is designed to increase the competence of young people with intellectual disability in the 'Gig Economy' as a facilitator for meaningful employment.

The Resilience among Couples in Business, led by Laramie Tolentino, in collaboration with the Institute for Couples in Business, aims to how couples in business manage and allocate their resources to address both business and family demands. The project examines how the interplay between individual difference (e.g., personality, emotions), dynamics of close relationships (e.g., intimacy), and contextual factors (e.g., income, stage of business growth) influence both business and family health and wellbeing.

2.2 ORGANISING IN HEALTH AND SOCIAL CARE

Health and social care, and the professionals who work within these spheres, face significant challenges related to changing technologies, social and economics demands, as well as profession-related concerns that potentially impact workplace, employee and patient outcomes. This research program draws on human resource management, leadership, change management and organizational behaviour disciplines to investigate the workplace factors that contribute to effective teamwork, leadership and organizational development in health, aged and social care organizations.

Current Projects:

The Nurse Resilience and Workplace Mental Health project, led by Rebecca Mitchell, is a collaborative venture with the Australian Nurse and Midwifery Federation (ANMF), Multicultural Health Service and University of Newcastle that aims to investigate the organizational and work-

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related factors that contribute to the resilience of nurses and midwives and lessen the negative impact of work-related stressors.

The Career Persistence among Women in STEM project, led by Patrick Garcia, aims to help address the 'leaky-pipeline' problem by examining person and organizational factors that influence early career women professionals' career persistence in STEM. The project's goals include a) develop evidence-based interventions that would strengthen women's persistence and b) determine the relative effectiveness of these interventions, including workplace policies and support systems.

2.3 HEALTH ECOSYSTEMS DESIGN AND INNOVATION

Our research in this area investigates the strategy, design, and innovation of health ecosystems and organizations. We focus on innovation in healthcare, including open innovation and entrepreneurship. This program also examines the wellbeing effects of technology on employees and explores how technology is shaping work.

Current Projects:

Examining the 'Community' Strand of the Quadruple Helix, is a project led by Dr Sarah Banks, that explores ways to expand community member involvement in the innovation process in healthcare. Through a case approach, this study will examine the ways in which community members are integrated into programs of innovation that directly affect them and ways in which this process could be improved.

The Open Healthcare Innovation: Building Capabilities for Crowdsourcing and Open Service Innovation project led by Ralf Wilden in collaboration with Krithika Randhawa (UTS) and Joel West (Keck Institute), investigates open innovation in healthcare. The project team will study how healthcare providers employ crowdsourcing to leverage users in open service innovation. In answering these questions, this project will contribute to our understanding of the drivers of Open Healthcare Innovation, demonstrating the value of open service innovation in the healthcare context

Artificial intelligence (AI) as a growth engine for healthcare startups project is a collaborative work of Nidhida Lin and Massimo Garbuio (University of Sydney) that aims to provide a critical analysis of AI driven healthcare startups and identifies emerging business model archetypes that entrepreneurs from around the world have used to bring AI solutions to the healthcare market. Through the secondary data and interviews with executives in healthcare industry, we identify areas of value creation for the application of AI in healthcare and propose business model archetypes for designing business models for AI healthcare startups. This project is further extended to investigate the role of AI in healthcare professionals' cognition and reasoning process and shed lights on how entrepreneurs in healthcare industry identify and create new business opportunities.

2.4 HEALTH SERVICES MARKETING

This research program applies marketing theory to healthcare and, for example, seeks to identify those mechanisms that facilitate and inhibit consumers' adoption and utilisation of health services. We also focus on developing effective health communications to promote sustainable behaviour change. An emerging theme in this program explores the transformative aspects of service on the

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health sector and seeks to examine the role of disruptive technologies in shaping and changing the way service is delivered and experienced in health and social care.

Current Projects:

The Improving the Drinking Culture in Australia project, led by Leanne Carter and Cynthia Webster in collaboration with Steve D'Alessandro (Charles Sturt University) and Katherine Holmes (University of Western Sydney) and funded by Momento Hospitality Group, examines the drivers of the drinking culture amongst Australian youth with the aim of change drinking attitudes and behaviours through the development of an educational program and other intervention strategies.

The Message Testing in Healthy Public Policy project, led by Cynthia Webster in collaboration with Penny Hawe (Menzies Centre for Health Policy, University of Sydney) and funded by The Australian Prevention Partnership Centre, tests credibility and persuasiveness of health messages and investigates public engagement with health conversations on social media.

The Incentivizing Behavioural and Attitudinal Loyalty in Membership Associations, led by Cynthia Webster, and funded by nib Health Insurance, focuses on incentives for health insurance customers and examines whether membership associations can increase behavioural and attitudinal loyalty through the use of reward and recognition schemes.

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3. PEOPLE AND EXPERTISE

Sarah Banks

Sarah's primary research interests span two areas (organisational behaviour and innovation), linked by a focus on the behaviour of people. Sarah's first research stream investigates individuals' experiences at work and the employee-employer exchange relationship through the lens of the psychological contract. This research focuses on understanding how employers and employees can construct meaningful and fulfilling work lives to benefit both parties and increasingly focuses on how people engage with ever-more sophisticated forms of technology in the workplace. The second stream explores individuals' roles in innovation processes and how people navigate cultural, political, and power dynamics to achieve innovative outcomes. This particularly includes research with not-for-profit organisations and the public sector to better understand how to foster ongoing and sustainable innovation for social good in these 'front line' organisations. She has published her work in leading journals such as the *Journal of Organizational Behavior*, *R&D Management* and the *Australian Journal of Public Administration*.

Leanne Carter

Leanne is a Senior Lecturer in Marketing. Her research focuses on consumer behaviour, internal marketing, social marketing, ethics and employability as a result work integrated learning activities experienced by students. Her latest textbook is *Social Marketing: Good Intentions 2nd Edition*, examines current social, environmental, health and safety issues affecting individuals and their communities. It provides a critical look at the barriers and challenges to behaviour change. Her publications appear in high ranking journals such as *Journal of Business Research*, *Journal of Services Marketing* and *Marketing Letters*. Having 15 years experiences in industry before commencing her career as an academic, Leanne's links with industry will ensure strong connections between academia and practice for the future employability of our students in the world of work.

Patrick Garcia

Patrick Raymund James Garcia is Associate Professor of Management and Organizational Behavior in the Department of Management at Macquarie University. He earned his PhD in Business (2012) from the Australian National University and his undergraduate degree in Psychology (Cum Laude) from De La Salle University – Manila. Patrick's work has been published in top tier national and international publication outlets. These include leading psychology and management journals such as the *Journal of Applied Psychology*, *Leadership Quarterly*, *Human Resource Management*, *Journal of Organizational Behavior*, and the *Journal of Vocational Behavior*. Patrick's research involves two parallel research streams. The first research stream aims to examine the antecedents and consequences of workplace aggression and mistreatment. The second research stream focuses on the resources and strategies that employees use to cope with stress and maintain wellbeing. Patrick is also an editorial board member of the *Journal of Vocational Behavior* and *Family Business Review*.

Denise Jepsen

Denise is an organizational psychologist who researches in employee and employer attitudes towards the organisation and workplace relationships, resulting in attitudinal and behavioural outcomes such as employee "engagement", retention and productivity, especially in health, allied health and aged care sectors. Denise's research also explores employee and employer attitudes

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towards careers, and perceptions of management's use of evidence in organisational decision making.

Nidthida Lin

Nidthida Lin is a Senior Lecturer at Department of Management, Macquarie University Business School. Upon a completion of her Ph.D., Nidthida worked on the Offshoring Research Network (ORN) project as a Senior Research Associate at Center of International Business Research and Education (CIBER), Fuqua School of Business, Duke University, USA. Prior to her Ph.D., Nidthida worked as a business consultant at Accenture specializing in Enterprise Business Intelligence and Data Mining. Nidthida's scholarly interests are predominantly in the areas of strategic outsourcing and global sourcing of business services, innovation management, and managerial decision-making and cognition. Her work has been published in leading international academic journals such as California Management Review, Academy of Management Learning and Education, Long Range Planning, MIT Sloan Management Review, and Journal of Knowledge Management. Nidthida is the recipient of Australian Research Council funding for the five-year study funded by ARC and Port Australia.

Jane Maley

Jane's research intersects the areas of global human resource management and international business. With a specific focus on global mobility, performance and talent management; and cross-cultural management, Jane is internationally recognized as a leader in her field, and has published over 50 research items and is regularly invited to present at international management conferences. Jane's work has appeared in a wealth of top-ranking journals (A*/A), including International Journal of Management Reviews; Journal of Business Research; International Journal of Intercultural Relations; Personnel Review; Industrial Marketing Management. From training as a nurse and midwife to guiding others to use complex medical technology, and finally to a Managing Director role within several \$A100M+ international healthcare MNCs, Jane's career has always revolved around three things: teaching, learning and people. She has held Managing Director roles for UK, US and Japanese Healthcare Multinational Corporations. As a management consultant, she has worked with a range of Australian and international, private, public sector and non-profit organizations.

Rebecca Mitchell

Rebecca Mitchell is Professor of Management at Macquarie University. Her research interests lie in the area of organisational behaviour, including team dynamics, leadership and social identity in organizations, particularly (but not exclusively) healthcare organisations. Rebecca has published in numerous international management and health journals including the Journal of Organizational Behavior, Human Resource Management (US), Human Relations, Health Care Management Review and Journal of Advanced Nursing. Rebecca is a full professional member of the European Association of Work and Organisational Psychology and the US Society for Industrial and Organizational Psychology. Rebecca has been cited and interviewed by international and domestic media including ABC 7.30, ABC News, ABC Radio National, New York Times, as well as The Conversation.

Lan Snell

Lan is an Associate Professor of Marketing at Macquarie University. Lan is committed to research that delivers impact and benefit for individuals, organisations, and society. This is evidenced from

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her early interest in services marketing including service quality and satisfaction, the economic and social outcomes of service consumption, and co-creation in high involvement services. Her research in health care focuses on the application of marketing and psychology concepts to weight loss and patient adherence to medical advice. Lan is also Academic Program Director for the Global MBA where she is responsible for the overall curriculum development, engagement with external partners, and the delivery of digital, integrative experiences for the Global MBA.

Louise Thornthwaite

Louise Thornthwaite is an Associate Professor in the Department of Management at Macquarie University. With more than 100 publications, Louise's research spans the disciplinary fields of industrial relations, human resource management, public sector management and public policy. Legally trained, Louise brings to research projects a strong focus on the influence of law and regulation on management policy, the employment relationship and workplace justice. Recent funded research has included examination of the effectiveness of work health and safety regulation of the heavy vehicle road transport industry, the regulation of workplace health and safety through transport and logistics supply chains, and the impact of changes to workers' compensation law on worker experiences and return to work prospects.

Laramie Tolentino

Laramie Tolentino is a Senior Lecturer of Management at Macquarie University. She earned her PhD in Business (2016) from The Australian National University under the auspices of the Endeavour International Postgraduate Award. Laramie is interested in adaptive career and work-life management. Drawing on career development and resource theories, she examines the antecedents and outcomes of career adaptability across life stages, career pathways, work-family interface, and cultural settings. Her research has been published in leading management and applied psychology journals such as Human Resource Management (FT50; A*), Journal of Vocational Behavior (A*), Journal of Career Assessment (A), Journal of Research in Personality (A) and 2 best paper proceedings in the Academy of Management.

Raymond Trau

Raymond Trau is a Senior Lecturer in the Department of Management at Macquarie University. His research focuses on diversity and inclusion. In particular, Raymond is interested in the impact of psychological and contextual influences on the workplace experiences of women, minorities and stigmatised groups, and the extent to which these experiences shape their wellbeing, work attitudes, career development and job performance. Raymond's research has been published in international scholarly journals including Journal of Applied Psychology, Human Resource Management and British Journal of Management. His research has received research mentions and interviews by major international and domestic media outlets including the Financial Times (UK), Bloomberg (US), Globe and Mail (Canada), ABC TV, ABC News, SBS News, major ABC Radio stations and major papers in most capital cities (e.g., Sydney Morning Herald, The Age, The Australian and Herald Sun), and major publications for Australian HR professionals (HRM Monthly, HRM Online and HR Daily). Raymond also has contributed opinion pieces at the Harvard Business Review, The Conversation, HRM Online and Work180.

Cynthia Webster

Cynthia Webster is an Associate Professor in Marketing at Macquarie University. Her research

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focuses on consumer health, social media marketing and well-being, business networks and relationship marketing. Cynthia has extensive research experience and training in the field of network analysis. She provides network analysis training through one, two and five day workshops for organisations such as Department of Community Health Sciences at the University of Calgary in Canada; Curtin University Collaboration for Evidence and Research in Public Health (CERIPH); La Trobe University Building Healthy Communities RFA; Deakin University World Health Organization Collaborating Centre for Obesity Prevention; and SAX Institute. Cynthia publishes in the areas of Marketing, Management, Health, Psychology and Sociology. Her publications appear in high ranking journals such as Journal of Business Research, European Journal of Marketing, Social Networks, Social Cognition, Psychology & Marketing, Journal of Epidemiology and Community Health, Journal of Macromarketing, Industrial Marketing Management, and Journal of Small Business Management.

Ralf Wilden

Ralf is an Associate Professor at Macquarie University in Sydney, Australia and former Director of the Newcastle Business School, Sydney Campus. He is passionate about helping organisations deal with change. Using the dynamic capability and resource-based views of the firm, Ralf leads projects on service-oriented business models and organisational change to help organisations sense, shape and seize market opportunities and improve their strategic performance. Ralf worked for multinational organizations in the automotive (BMW Group), telecommunications (o2 Telefónica) and consulting industries. He is the Oceania representative for the Academy of Management's Strategic Management Division. Ralf's work has been recognized by several international and national associations, invitations to speak at industry conferences, and he authored journal publications in internationally recognized A* outlets such as Journal of Management Studies, Academy of Management Annals, Journal of the Academy of Marketing Science, Journal of Product Innovation Management, and Journal of Service Research. He further co-authored a book on Entrepreneurship in Healthcare.



Macquarie University is a vibrant hub of intellectual thinkers, all working towards a brighter future for our communities and our planet.

A PLACE OF INSPIRATION

Macquarie is uniquely located in the heart of Australia's largest high-tech precinct, a thriving locale which is predicted to double in size in the next 20 years to become the fourth largest CBD in Australia.

Our campus spans 126 hectares, with open green space that gives our community the freedom to think and grow. We are home to fantastic facilities with excellent transport links to the city and suburbs, supported by an on-campus train station.

RENOWNED FOR EXCELLENCE

We are ranked among the top two per cent of universities in the world, and with a 5-star QS rating, we are renowned for producing graduates that are among the most sought after professionals in the world.

A PROUD TRADITION OF DISCOVERY

Our enviable research efforts are brought to life by renowned researchers whose audacious solutions to issues of global significance are benefiting the world we live in.

BUILDING SUCCESSFUL GRADUATES

Our pioneering approach to teaching and learning is built around a connected learning community: our students are considered partners and co-creators in their learning experience.

FIND OUT MORE

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