



Newsletter Winter 2020

Welcome to our third edition of the HoWRU Newsletter. In this edition, we shine a light on some of our achievements, research programs and leading researchers.

What is the HoWRU?

We are a Macquarie Business School research collaborative that aims to foster and advance human health and wellbeing through innovative organizational and system design and management. We bring together researchers from marketing and management who join academics and researchers from across health, medicine and psychology.

New industry partnership!



The HoWRU research team has been successful in securing funding from the Australian Coal Industry's

Research Program and the Coal Health and Safety Trust for projects relating to mental health and wellbeing in the resources sector. These research projects will work with industry representatives to develop recommendations for practices and strategies that will support the wellbeing and mental health of employees.

This is an exciting phase in our research program, with potential to have impact more broadly on how organisations can structure their workplaces to support employee wellbeing.

New research

Patrick Garcia and **Lara Tolentino** from HoWRU has been successful in securing funding for their study - *Stronger together: Examining resource management strategies that promote wellbeing and performance among couples in business.*

The research aims to provide evidence about how Australian copreneurs engage in effective emotional regulation, coping, and resource management and how this in turn influences work-family conflict, wellbeing, and firm performance.

COVID-19 and the way we work

Sarah Bankins has penned an insightful opinion piece about how the COVID-19 lockdown has made working from home (WFH) a viable proposition for many workplaces. For some employees, WFH has reinforced their love of working in an office, while others have embraced the concept of having more flexibility and avoiding the daily lengthy commute. Although it's too soon to have reliable evidence on what works and what doesn't work, it is likely that WFH will be more common in the future, particularly for white-collar knowledge workers.



You can read Sarah's article in more detail [here](#) and listen to a podcast about the issues [here](#).

Daydreaming on the commute

Many workers are anxious about commuting and navigating public transport as COVID-19 restrictions begin to ease.

Rebecca Mitchell has highlighted that commuting can provide a useful opportunity to daydream, potentially sparking creativity and improving productivity: "Letting that mindless drift occur can spark creativity and it's an unexpected benefit of the commute as it is probably the only time in the day when we can let ourselves drift off." She also offers some sage advice for commuters to manage the stress associated with longer commute times, and the anxiety about contracting COVID-19. Rebecca's timely article can be read in [full here](#).



Newsletter Winter 2020

Congratulations Denise!



HoWRU researcher, **Denise Jepsen**, has been recently elected to the leadership track of the Academy of Management (AoM) Careers Division. The AoM is the leading international society for management scholars

and Denise's election reflects her international standing in this field.

Denise also recently presented to the Aged and Community Services Australia (ACSA) Quality Care Online Symposium on the challenges in retaining senior staff in the sector, particularly during the COVID-19 pandemic.

Visit to the University of Ottawa

HoWRU researcher, **Ralf Wilden** was invited for one week-research visit by the Telfer Business School, University of Ottawa, Canada. This visit was initiated by the Telfer Health Transformation Exchange.



As part of this visit Ralf served as keynote speaker at the event "Liberating health care capacity in a publicly funded system through entrepreneurship – challenges and opportunities". The event attracted over 40 participants from academia, regional hospitals, government and the private sector.

The audience raised questions ranging from a mix of privately and publicly-funded care delivery, through creation of specialised care delivery enterprises (i.e. imaging, colonoscopy, endoscopy, etc.) within the publicly funded system, to organisational capacity to unleash entrepreneurial spirit.

Publication successes!

- **Sarah Bankins** was recently the Guest Editor for the European Journal of Work and Organizational Psychology for the issue exploring Charting New Directions for Psychological Contract Research
- **Cynthia Webster** (2020). Exploring responsible global leadership in corporate–community transactions. In Research Handbook of Global Leadership.
- **Raymond Trau**
Mapping sexual orientation research in Management: A review and research agenda. Human Resource Management (forthcoming)
Exploring indigenous employee voice practice: perspectives from Vietnamese public sector organisations. Asia Pacific Journal of Human Resources (forthcoming)
- **Patrick Garcia**
(2019). Attributions of blame for customer mistreatment: Implications for employees' service performance and customers' negative word of mouth. Journal of Vocational Behavior
(2019). Role modelling as a socialization mechanism in the transmission of career adaptability across generations. Journal of Vocational Behavior
- **Lara Tolentino & Patrick Garcia**
(2019). The role of self-monitoring and academic effort in students' career adaptability and job search self-efficacy. Journal of Career Assessment
- **Ralf Wilden**
(2020). Market Orientation and Dynamic Capabilities as Enablers: How to Innovate towards an Ambidextrous Business Model? Journal of Business Research (accepted)
(2019). 60 Years of March and Simon's Organizations: An empirical examination of the book and its influence on subsequent research, Journal of Management Studies
(2019). Crowdsourcing without Profit: The Impact of Seeker Engagement Upon Citizensourcing Local Community Innovations, R&D Management
(2019). The Role of Cocreation and Dynamic Capabilities in Service Provision and Performance: A Configurational Study, Industrial Marketing Management
(2019). The Interplay and Growth Implications of Dynamic Capabilities and Market Orientation, Industrial Marketing Management, forthcoming.

Interested in undertaking a PhD or learning more about the HoWRU?

Please contact us at
rebecca.mitchell@mq.edu.au
– we would love to hear from you!