



# HoWRU Newsletter

AUTUMN 2022

Welcome to our sixth 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.

## HOWRU MAKES AN IMPACT!

Social Marketing Researchers, **Leanne Carter** and **Cynthia Webster** are collaborating with Western Sydney University to develop a world-leading intervention program to improve the drinking culture of Australian youth funded by the Momento Foundation. This exciting project will develop and test an educational program to reduce alcohol consumption and related risky behaviour amongst students in years 11-12.

The research further seeks to elucidate the reasons why young people choose to drink alcohol or refrain from drinking.

The program is currently being piloted in several secondary schools in Sydney metropolitan area as part of the Life Ready Program.

Feedback from schools thus far suggest that the students find the modules engaging and teachers welcome the support and flexibility of the program. Parents have been very happy to provide consent, demonstrating that they support their child to participate in this intervention program. Watch this space – the results of this ground-breaking project are expected soon!



## NEW PARTNERSHIPS

HoWRU has recently initiated partnerships with world-leading Australian research centres [Griffith University's Centre for Work, Organisation, and Wellbeing \(WOW\)](#) and [Edith Cowan University's Centre for Work + Wellbeing](#). Our first virtual meeting was a springboard for some exciting upcoming events, collaborative research grants and publications. We hope to build some strong momentum towards the UN Sustainable Development Goals 3 and 8 through this partnership!

## INTERNATIONAL RECOGNITION



**Raymond Trau's** research on maternity leave (published in the Journal of Applied Psychology) was recognised by the Financial Times as a runner up for the [Responsible Business Education Award](#) which acknowledges recent research addressing social challenges with demonstrated impact on policy and practice. In conjunction with Canadian collaborators, this research made a significant impact in a range of areas:

**Public attention** The work was featured in Harvard Business Review, Financial Times, the Globe and Mail, the Herald Sun, ABC TV, and ABC Radio!

**Real impact** The research led to a pioneering collaborative project between Raymond, Grace Papers and the Victorian Government on implementing an intervention aimed at supporting working parents in the public service which employs 30,000 employees!

**Evidence for intervention** One intervention, i.e. Keepin-Touch programs, has been utilised by a number of global professional firms (e.g. law, accounting, consulting) around the world and Raymond's work validating the effectiveness of these practices has prompted more firms to adopt these important initiatives.

## NEW FUNDING AWARDED TO HoWRU

The HoWRU team has been successful in securing over \$500,000 in funding from the Australian Coal Industry's Research Program (ACARP) for its Resilience and Mental Health in Mining Pilot Program.

This new program builds on a long-standing partnership between HoWRU and ACARP which has demonstrated that employees in mining face unique factors that contribute to stress and resilience, and many of these factors are open to influence - meaning that managers and supervisors can implement tactics that address stressors and build resilience.



## HoWRU WELCOMES CANDY YING LU!

Since our last newsletter, we've had the pleasure of welcoming a new member to the HoWRU team – [Dr Candy Ying Lu](#).

Candy's research interests are in the areas of international human resource management (HRM), cross-cultural management, and occupational health and safety in the mining sector. Specifically, her research covers the topics of workplace safety in the mining sector and the role of HRM in helping firms achieve triple bottom line objectives. She also investigates the cultural adjustment of Chinese immigrant professionals in Australian workplaces and the impact of this adjustment on individual job satisfaction, performance, and wellbeing.



A [recent publication](#) of Candy's has highlighted the importance of an entrepreneur's personal resources in managing the family-work interface, and the impact on firm performance. Based on a survey of 261 founders of entrepreneurial firms in China, Candy and her colleagues found that entrepreneurs with more key personal resources (such as

self-efficacy and optimism) are more likely to capitalise on the positive impact of family-work interactions and to avoid the negative impact of family-work conflict on their level of commitment to their businesses. Such a study has critical implications as an entrepreneur's key personal resources can be nurtured and enhanced and can be strategically important for their firm's performance.

## WELL-DESERVED PROMOTIONS!



Congratulations to two of our fabulous HoWRU team members who were successful in the latest round of promotions. **Sarah Bankins** (Management) has been promoted to Associate Professor, and **Ralf Wilden** (Marketing) has been promoted to Professor.

You can read more about [Ralf's research here](#) and [Sarah's research here](#).

## NEW PUBLICATIONS, PRESENTATIONS & MEDIA MENTIONS

**Patrick Garcia** was interviewed on several radio stations (ABC Radio Sydney, ABC Radio South Australia, and 4KQ 973 Brisbane) where he talked about the advantages of retaining older workers in the workforce and what organizations can do to support them. A [recent lighthouse article](#) featured his research.

**Denise Jepsen** highlighted the need to focus on both pay rises and improved working conditions in efforts to retain critical staff in the aged care sector in a recent edition of [Australian Ageing Agenda](#).

**Laramie Tolentino** was invited to deliver a research seminar presentation on the psychological antecedents of wellbeing and performance of Australian copreneurs (couples in business) by the ANU Research School of Management and UNSW School of Management and Governance last December 2021.

**Nidhida Lin and Ralf Wilden** recently won the best paper award at [Australia and New Zealand Marketing Academy Conference \(ANZMAC\)](#), December 2021.

## RECENT PUBLICATIONS

Babalola, M.T., **Garcia, P.R.J.M.**, Ren, S., Ogunfowora, B., & Gok, K. (in press). Stronger together: Understanding when and why group ethical voice inhibits group abusive supervision. *Journal of Organizational Behavior* (ABDC ranking: A\*). [Link to publication](#)

Deen, C.M., Restubog, S.L.D., Chen, Y., **Garcia, P.R.J.M.**, He, Y., & Cayayan, P.L.T. (in press). To engage or to quit: Work consequences of intimate partner aggression and the buffering role of career adaptability. *Journal of Vocational Behavior*. (ABDC ranking: A\*). [Link to publication](#)

Garbuio, M., & **Lin, N.** (2021). Innovative idea generation in problem finding: Abductive reasoning, cognitive impediments, and the promise of artificial intelligence. *Journal of Product Innovation Management*. <https://doi.org/10.1111/jpim.12602> [Link to publication](#)