

HoWRU Newsletter

SUMMER 2020-2021

Welcome to our fourth 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 RESEARCHERS FEATURED IN AHRI RESEARCH ROUNDTABLE

Macquarie Business School (MQBS) and the Australian HR Institute (AHRI) have partnered to bring together thought leaders around important HR issues. A recent virtual research roundtable session featured presentations from HoWRU researchers, **Sarah Bankins, Laramie Tolentino, Raymond Trau** and **Jun Gu**, around the topics of Health and Wellbeing in the Workplace and The Future of Work. The presentations were followed by roundtable discussions between academic experts and senior HR leaders from AHRI member organisations.

AHRI's CEO, Sarah McCann-Bartlett said, "By cross-fertilizing academic knowledge and relevant HR practice, industry leaders can gain important insight into the effectiveness of current and innovative HR practice."

The event was co-hosted by MQBS's Anna Krzeminska, HoWRU's **Patrick Garcia, Denise Jepsen** and AHRI's Tanya Hammond.

COVID-19: CRISIS OR CATALYST?

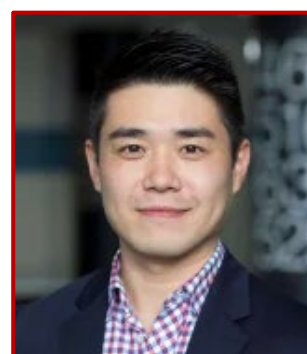
HoWRU researchers **Sarah Bankins** and **Denise Jepsen**, have recently collaborated with the consultancy firm, We Are Unity, reporting on important human resource issues associated with COVID-19. They interviewed senior executives and middle managers from the top 200 ASX companies, finding that COVID-19 had contributed to improvements in productivity, collaboration and efficiency. The team also discovered the emergence of a new COVID-inspired form of manager - the so-called 'avocado leader' - someone with a hard business core on the inside but a soft, mushy and empathetic exterior. However, the researchers warn that this increased productivity came at the cost of poor mental health for employees. The research was also reported in the [Lighthouse](#) and in [AHRI's HRM Online](#).

NEW TEAM MEMBER!

Jun Gu has recently joined the HoWRU team. He is an Associate Professor of Organizational Behaviour, with his research focusing on the individual behavioural decision-making processes in the context of ethics, leadership and negotiation. His work has appeared in quality journals such as *Organizational Behavior and Human Decision Processes*, *Journal of Organizational Behavior*, *Journal of Experimental Psychology*, *Journal of Business Ethics*, and *Journal of Experimental Social Psychology*. He is on the editorial board of the *Journal of Vocational Behavior* and a member of the reviewer panel for the *Journal of Organizational Behavior*.

Jun has received competitive government and industry grants to support his research on cutting-edge management topics (e.g. AI and leadership). He is also leading engagement projects with industry and government partners to enhance research and education collaboration between Australia and the Greater China region.

Welcome Jun!



CONGRATULATIONS!

Two of HoWRU's researchers have been promoted to Professor commencing January 2021. **Patrick Garcia's** and **Denise Jepsen's** promotions are a well-deserved recognition of their leadership in their respective fields of expertise. Congratulations Denise and Patrick!



EVENTS & PRESENTATIONS

- **Raymond Trau** was a keynote speaker for the Diversity Council of Australia's Webinar - Out at Work: Inclusion at work for LGBTIQ+ talent. He also presented a lunchtime webinar "LGBTIQ+ wellbeing in the workplace – Out at work" as part of Macquarie's Staff Wellbeing Month
- **Patrick Garcia** recently organised and chaired a symposium at the 2020 US Academy of Management conference. The symposium showcased research on the consequences of two forms of victimization--sexual harassment and intimate partner aggression in the context of work. He was also invited to talk about his research on aging at work as part of the University of Western Australia, Management and Organisations Department's research seminar series.
- **Ralf Wilden** has been involved in organising a very successful Academy of Management (AOM) Global Scholars Professional Development Workshop, with approximately 80 participants. He has also hosted AOM's STRonger Together Café Zoom Cultural Conversations (German).
- **Laramie Tolentino** was a guest speaker in MQ's HDR Engage Program and co-organised and chaired the first MQBS ECR Research Showcase and Competition. Laramie was also invited to present at the University of Western Australia on how optimism, as an adaptive response, acts as an underlying cognitive mechanism in the work passion, performance, and subjective career success link.

FUNDING SUCCESSES!

- **Cynthia Webster** in collaboration with Graham Brown (La Trobe University) and other researchers, - "Networks in Flux: Examining how sector relationships adapt to rapid change"(ARC Discovery Grant).
- **Jun Gu** in collaboration with Zhenyuan Wang (China East Normal University) and Herman Tse (Monash University) – "An investigation of the impact of human-machine coordination on frontline employees' experiences and behaviors in smart manufacturing industries".
- **Sarah Bankins** in collaboration with Paul Formosa, Deborah Richards (Macquarie) and Yannick Griep (Radboud University, Netherlands) – "AI decision-making with dignity: Algorithmic management and interactional justice"
- **Ralf Wilden** and **Nidthida Lin** in collaboration with partners at ESADE (Spain) and University of Technology, Sydney - "How Do Small and Medium Enterprises Adapt to COVID-19 Crisis: A Paradoxical Theory Perspective"
- **Raymond Trau** collaborating with Lena Wang and Vanessa Cooper (RMIT) – "Evaluating the 2020 LGBTI Leadership Development Program"

MEDIA MENTIONS

- **Ralf Wilden's** research highlighting the importance of middle managers in driving new product and service innovations has been reported in the [Lighthouse](#) and in the [CMO Magazine](#).



- The aged care crisis was the subject of **Denise Jepsen's** article in the [Lighthouse](#) which was picked up by [Inside Ageing](#) magazine. Inside Ageing also recently interviewed Denise about her research relating to [careers in aged care](#).
- **Raymond Trau's** article in the [Lighthouse](#) drew attention to "an urgent need for a deep cultural shift within the legal profession and other male-dominated fields considered high risk when it comes to sexual harassment and the mistreatment of female workers."
- **Laramie Tolentino's** Lighthouse article '[How your personality will affect your career](#)', was posted as an online resource by Reinvent Coaching in California.

PUBLICATIONS

Sheedy, E., **Garcia, P.R.J.M.**, & **Jepsen, D.** (2020). The Role of Risk Climate and Ethical Self-interest Climate in Predicting Unethical Pro-organisational Behaviour. *Journal of Business Ethics*, 1-20.

Heyden M. L. M., **Wilden R.**, Wise C. (2020.) Navigating crisis from the backseat? How top managers can support radical change initiatives by middle managers. *Industrial Marketing Management*, 88, 305-313.

Mitchell, R., & Boyle, B. Too many cooks in the kitchen? The contingent curvilinear effect of shared leadership on multidisciplinary healthcare team innovation. *Human Resource Management Journal*, doi:10.1111/1748-8583.12309

Mitchell, R., Boyle, B., & Nicholas, S. (2020). The interactive influence of human and social capital on capability development: the role of managerial diversity and ties in adaptive capability. *Personnel Review*. doi:10.1108/PR-08-2019-0410.

Dhaoui, C. & **Webster, C.M.** Brand and Consumer Engagement Behaviors on Facebook Brand Pages: Let's Have a (Positive) Conversation. *International Journal of Research in Marketing* (eprint ahead of print 8 Aug 2020)

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!

