

# Understanding the changing world of work

*Centre for Work, Organisation  
and Wellbeing*



*Bridging the gap  
between research,  
practice and policy*

# Centre for Work, Organisation and Wellbeing



Established  
2007



23 core  
academic staff



25 seminars  
annually

## Our research



Collectivism



Health and  
safety



Emotion



Wellbeing



Employee  
voice



Equity, diversity  
and gender



Managing  
human capital



## Exploring the world of work in an era of significant change

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*There is considerable debate in both the academic world and the wider community over the direction of work and the desirability of developments both for work and life outside of work.*

A major part of this debate is also influenced by the globalisation of work, the impact of new technologies, and the shift of skills and knowledge development to low cost labour countries. What is required is detailed empirical and theoretical work that investigates these claims.

In response, the Centre for Work, Organisation and Wellbeing's researchers explore how the need for efficiency, quality and high performance can be configured so that good pay, dignity, wellbeing and social justice are achieved. We do this by examining the changing nature of work and work organisation, and the changing nature and directions of the workforce. The respective agendas of the Centre's three program streams consequently target these contemporary issues.

To learn more about our research visit our website or join us at one of our seminars and workshops.

**Professor Adrian Wilkinson**  
**Centre Director**  
[adrian.wilkinson@griffith.edu.au](mailto:adrian.wilkinson@griffith.edu.au)

## Evidence-based research on the modern workforce

*The Centre for Work, Organisation and Wellbeing (WOW) researchers use rigorous academic processes to bridge the gap between workplace research, practice and policy to meet the demands of a constantly changing and adapting business world.*

### Our objectives

- Enhance the quality and increase the quantity of research publications and grants with a focus on mentoring and improving early- and mid-career researchers' success.
- Add value to and align with Griffith University's mission, Griffith Business School's promotion of socially responsible business, and civic concerns for social justice and equity.
- Establish new and develop existing partnerships with other Griffith University research centres and academic groups with related interests.
- Monitor and increase the Centre's impact on external and non-academic communities in its seven areas of research strength through engagement with its external advisory board, research consultancy partners, and social media campaigns.
- Further strengthen links with international research centres and groups, and attract distinguished researchers to visit the Centre through its visitors program, university granting schemes and adjunct member appointments.
- Provide a dynamic research environment for higher degree by research (HDR) students by complementing the activities of Department and School HDR convenors as they seek to improve completion rates.

### Research expertise

Our team explore and utilise macro (international, societal, organisational) and micro (individual) level research around key contemporary workforce issues such as:

- collectivism at work
- health and safety at work
- emotion at work
- wellbeing at work
- voice at work
- equity, diversity and gender at work
- managing human capital at work.

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*The Centre brings under one roof the study of organisational behavior and leadership with the study of public policies regulating workplaces and employment. Too often these topics are separated by disciplinary boundaries. A modern work and employment strategy must encourage public policies and organisational practices that complement rather than compete with each other.*

**Professor Tom Kochan**

Massachusetts Institute of Technology

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*The challenges for academics working in human resource management, occupational psychology, organisational behaviour and organisational studies have grown enormously. This Centre, which has a strong international reputation for research in the world of work, provides individuals and organisations with expert knowledge from a range of appropriate management disciplines to inform good practice in exploring the new world of work and the increasingly important issue of employee health and wellbeing. HR professionals and senior line managers should be interested in evidence based interventions to create social justice, equity, wellbeing and all the other employee concerns that have emerged from the longest and most profound downturn since the Great Depression of the 20s and 30s.*

**Professor Sir Cary Cooper CBE**

Manchester Business School

President, British Academy of Management

# Grants and funding

## Australian Research Council (ARC)

ARC projects undertaken by Centre members:

- Improving people management systems in emergency services (ARC Linkage)
- Protecting while they prosper? Organisational responses to whistleblowing (ARC Linkage)
- The antecedents and outcomes of affective and cognitive readiness for organisational change (ARC Discovery)
- Taking the pulse at work: Employer-employee relations and workplace problems in Australia compared to the United States (ARC Discovery)
- Managing anger responses to perceptions of unfair managerial treatment (ARC Discovery)
- Advancing occupational stress research: A comprehensive trial of the Healthy Workplaces program (ARC Linkage)
- A dynamic model linking organisational systems to clinical performance in Australian hospitals (ARC Linkage)
- Gender and employment equity: Strategies for advancement in Australian universities (ARC Linkage).
- The relationship between working arrangements and wellbeing in regional coal-mining communities (ARC Linkage)
- Emerging workplaces and employment relations innovation (ARC Discovery)
- Working together: Managing productive and collaborative relationships (ARC Linkage)
- How can high performance human resource management improve workforce retention in hospitals? (ARC Discovery)

ARC projects hosted at other universities with Centre-based chief investigators:

- The contribution of project leader behaviours to processes and outcomes in large scale projects (ARC Linkage)
- Customising work through manager-employee exchange (ARC Discovery)
- Employee voice in Australia: The impact of employee participation arrangements on organisational performance and employee wellbeing (ARC Linkage).
- New technology and talent acquisition in Australian professional services firms (ARC Discovery)
- Promoting employee mental health through the development of managers' psychological capital: A controlled field experiment (ARC Linkage)
- Sustainable organisational change: Australian business responses to climate change (ARC Discovery)

## External grant funding

- Uncovering our culture (Origin Energy)
- SmartMinds: Safety issues in recruitment (Programmed Maintenance)
- Commonwealth Games workforce planning—skills audit and gap analysis (Queensland Government)
- Employee-employer relations and workplace challenges in UK, USA, Australia (Industrial Relations Counselors, Inc.)
- The frontline manager's leadership role: An elusive theoretical and practical challenge (Centre for Workplace Leadership)
- The future of Queensland Fire and Emergency Services (Queensland Fire and Emergency Services)
- Leading technology and workplace innovation (Centre for Workplace Leadership).
- Behavioural risk factors (SNAPO) for cardiovascular diseases in the Queensland construction industry (Queensland Government)
- Supporting the educators: Occupational stress and wellbeing across the teaching career-span (Queensland College of Teachers and Independent Education Union, Queensland and Northern Territory Branch)
- Workplace partnership and productivity pilot project (Queensland Government)

## Other project funding

- Australia Awards South and West Asia Program (Scope Global, on behalf of the Australian Federal Government)
- Australian Worker's Union (AWU)
- Construction, Forestry, Mining and Energy Union (CFMEU)
- Department of Education and Training (DET), Queensland Government
- Department of Employment, Economic Development and Industry (DEEDI), Queensland Government
- Earthcheck Pty Ltd
- Environmental Protection Agency (EPA), Queensland Government
- GenerationOne
- Hall Payne Lawyers
- Industrial Relations Victoria
- International Labour Organization (ILO)
- Liquor, Hospitality and Miscellaneous Union (LHMU)
- Mater Health Services
- Ministry of Business, Innovation and Employment, New Zealand Government
- National Climate Change Adaptation Research Facility (NCCARF), Cardiff University and Australian Red Cross
- Orange County Community Foundation Grant
- Railcorp
- Society for Human Resource Management Foundation (SHRMF)
- Transport Workers Union of Australia, Queensland Branch
- United Firefighters Union of Employees, Queensland
- Victorian Retail and Hospitality Industries
- Wesley Mission



# Impact and engagement

## Visiting academics

Visiting academics contribute to the Centre's research seminar program which delivers around 25 events annually.

Adjunct members of the Centre likewise contribute by conducting seminars, workshops, and early career researcher and higher degree by research (HDR) masterclasses. They also work collaboratively with Centre members on projects.

## International links

International relationships are critical to the Centre's contribution to research at a global level, and to building its profile and reputation. Presentations delivered under the Centre's seminar program have featured a range of international scholars from leading universities including:

- Auckland University of Technology
- Cornell University
- Durham University
- Georgia State University
- Harvard University
- Hong Kong Baptist University
- The Hong Kong Polytechnic University
- King's College, London
- Laval University
- Loughborough University
- Massachusetts Institute of Technology
- Meiji University
- Penn State University
- Southern Denmark University
- University of Auckland
- University of Birmingham
- University of Copenhagen
- University of Miami
- University of Montreal
- The University of Manchester
- The University of Sheffield
- Warwick University

## Memorandums of Understanding

Memorandums of Understanding (MoUs) are part of the Centre's internationalisation initiative. MoUs assist participating universities by advancing research in the fields of employment relations, human resource management, organisational behaviour and psychology, through the exchange of academic staff and publication materials, collaboration on academic papers, and the provision of mutual assistance for scholarly forums. The Centre currently has MoUs with:

- University of Sheffield (since 2012)
- Loughborough University (since 2014).

## Equity in employment

The Centre has a detailed understanding of equity in employment issues, with some researchers specialising in areas such as precarious, casual, and migrant workers.

We host bi-annual workshops in equity, diversity and gender in employment (WEDGE) in an effort to promote discussion among scholars and practitioners.

The Centre also seeks to increase its opportunities to employ and collaborate with researchers who are a part of these under-represented equity groups.

## People with disabilities

Research conducted at the Centre focuses on disability issues in relation to work including the physical and mental impact of depression in the workplace.



## Working with community and industry

### Advisory Board

- The Centre's Advisory Board provides strategic advice on Centre policy and direction.
- The Board offers an end-user perspective on research needs, development and real-world application.
- Standing members hold senior, executive and CEO-level appointments with:
  - Advancing Indigenous Business, Queensland Department of Tourism, Major Events, Small Business and the Commonwealth Games
  - AI Group
  - Buderim Private Hospital
  - HR Business Directions
  - Queensland Hotels Association
  - Railtrain Pty Ltd
  - Royal Automobile Club of Queensland (RACQ)
  - Sidra Medical and Research Centre
  - Trevor-Roberts: Transforming Careers.
- Centre members are invited to address the Advisory Board about a projects' progress or the social, economic, environmental or cultural benefits of their research.

## Creating cultural, economic, environmental and social benefit

- Centre members' research contributes to the pool of knowledge about workplace innovation.
- Members' research helps inform policy and workplace change and best practice.
- Results are disseminated directly to the associated funding bodies through academic publications, media releases, workshops and roundtable fora.
- Members' work features regularly in local and national media.

## Higher degree by research students

*The Centre endeavours to provide a dynamic research environment for affiliated Higher Degree Research (HDR) students.*

Research students are encouraged to participate in the Centre's seminar program, as well as scheduled masterclasses with leading national and international visitors.

# Research outputs

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*Centre members communicate their research findings through magazines and newspapers, interviews, and peer-reviewed academic journals, books and book chapters.*

A selection of their published research books include:

- **Townsend, K.** and Saunders, M.N. (eds) (2018) How to Keep your Research Project on Track: Insights from When Things Go Wrong, Edward Elgar
- Broadbent, K., **Strachan, G.** and Healy, G. (2017) Gender and the Professions: International and Contemporary Perspectives, Routledge.
- Cumming, D. **Wood, G.**, Filatotchev, I. and Reinecke, J (eds) (2017) The Oxford Handbook of Sovereign Wealth Funds, Oxford University Press.
- Dundon, T., Cullinane, N. and **Wilkinson, A.** (2017) A Very Short, Fairly Interesting and Reasonably Cheap Book about Employment Relations, Sage.
- **Peetz, D.** and Murray, G. (eds) (2017) Women, Labor Segmentation and Regulation: Varieties of Gender Gaps, Springer.
- **Wilkinson, A.**, Armstrong, S. J. and Lounsbury, M. (eds) (2017) The Oxford Handbook of Management, Oxford University Press.
- **Barry, M.**, Skinner, J. and Engelberg (eds) (2016) Research Handbook of Employment Relations in Sport, Edward Elgar.
- **Glendon, A.I.** and Clarke, S. (2016) Human Safety and Risk Management: A Psychological Perspective, 3rd edition, Taylor and Francis.
- Johnstone, S. and **Wilkinson, A.** (eds) (2016) Developing Positive Employment Relations: International Experiences of Labour Management Partnership, Springer.
- **Thite, M., Wilkinson, A.** and Budhwar, P. (eds) (2016) Emerging Indian Multinationals: Strategic Players in a Multipolar World, Oxford University Press.
- **Townsend, K., Loudoun, R.** and Lewin, D. (eds) (2016) Handbook of Qualitative Research Methods on Human Resource Management: Innovative Techniques, Edward Elgar.
- **Wilkinson, A.**, Hislop, D. and Coupland, C. (eds) (2016) Perspectives on Contemporary Professional Work: Challenges and Experiences, Edward Elgar.
- **Wilkinson, A.** and Johnstone, S. (eds) (2016) Encyclopaedia of Human Resource Management, Edward Elgar.
- **Bowden, B.** and Lamont, D. (eds) (2015) Management History: Its Global Past and Present, Information Age Publishing.
- **Brough, P.**, Brown, J. M. and **Biggs, A.** (2015) Improving Criminal Justice Workplaces: Translating Theory and Research into Evidence-Based Practice, Routledge.
- **Wilkinson, A.**, Townsend, K. and Suder, G. (eds) (2015) Handbook of Research on Managing Managers, Edward Elgar.

A selection of academic journal articles and book chapters published by members include:

- Bailey, J., **Peetz, D., Strachan, G.**, Whitehouse, G. and Broadbent, K. (2016) 'Academic pay loadings and gender in Australian universities', Journal of Industrial Relations, doi: 10.1177/002218561663930.
- **Barry, M.** and **Wilkinson, A.** (2015) 'Pro-social or pro-management? A critique of the conception of employee voice as a pro-social behaviour within organizational behaviour', British Journal of Industrial Relations, doi: 10.1111/bjir.12114.
- **Bowden, B.** and **Barry, M.** (2015) 'Recasting industrial relations: productivity, place and the Queensland coal industry, 2001–2013', Journal of Industrial Relations, no. 57, vol. 1, pp. 48–71.
- **Brough, P.**, Chataway, S. and **Biggs, A.** (2016) "You don't want people knowing you're a copper!" A contemporary assessment of police organisational culture', Police Science and Management, doi: 10.1177/1461355716638361.
- **Guest, D.E.** (2017) 'Human resource management and employee wellbeing: towards a new analytical framework', Human Resource Management Journal, vol. 27, no. 1, pp. 22–38.
- **Hutchings, K.** and Michailova, S. (2017) 'Female expatriates: towards a more inclusive view', in Y. McNulty and J. Selmer (eds) Research Handbook of Expatriates, Edward Elgar, pp. 241–260.
- **Kaufman, B.** (2015) 'Evolution of strategic HRM as seen through two founding books: a 30th anniversary perspective on development of the field', Human Resource Management, vol. 54, no. 3, pp. 389–407.

- Liu, H., Cutcher, L. and **Grant, D.** (2017), 'Authentic leadership in context: An analysis of banking CEO narratives during the global financial crisis', *Human Relations*, vol. 70, no. 6, pp. 694-724.
- **Loudoun, R.** and Markwell, K. (2017) 'Energy drink consumption in the Australian construction industry: a risky new trend? *Journal of Construction Engineering and Management*, vol. 143, no. 8, doi: 10.1061/(ASCE)CO.1943-7862.0001339.
- **McPhail, R.**, McNulty, Y. and **Hutchings, K.** (2015) 'Lesbian and gay expatriation: opportunities, barriers and challenges for global mobility', *The International Journal of Human Resource Management*, doi: 10.1080/09585192.2014.941903.
- **O'Donohue, W.** and Torugsa, N. (2016) 'The moderating effect of 'Green' HRM on the association between proactive environmental management and financial performance in small firms', *The International Journal of Human Resource Management*, vol. 27, no. 2, pp. 239-261.
- **Peetz, D.**, Murray, G. and Nienhüser, W. (2013) 'The new structuring of corporate ownership', *Globalizations*, vol. 10, no. 5, pp. 711-730.
- **Rafferty, A. E.** and Restubog, S. L. D. (2017) 'Why do employees' perceptions of their organization's change history matter? The role of change appraisals', *Human Resource Management*, vol. 56, no. 3, pp. 533-550.
- Roesler, M. L., **Glendon, A. I.** and O'Callaghan, F. V. (2013) 'Recovering from traumatic occupational hand injury following surgery: a biopsychosocial perspective', *Journal of Occupational Rehabilitation*, vol. 23, no. 4, pp. 536-546.
- **Rogers, M. E., Creed, P. A.** and Searle, J. (2014) 'Emotional labour, training stress, burnout, and depressive symptoms in junior doctors', *Journal of Vocational Education and Training*, doi: 10.1080/13636820.2014.884155.
- Saunders, M.K. and **Townsend, K.** (2016) 'Reporting and justifying the number of interview participants in organization and workplace research', *British Journal of Management*, doi: 10.1111/1467-8551.12182.
- **Schleimer, S. C.** and Pedersen, T. (2014) 'The effects of MNC parent effort and social structure on subsidiary absorptive capacity', *Journal of International Business Studies*, vol. 45, pp. 303-320.
- **Thite, M., Wilkinson, A.**, Budhwar, P. and Mathews, J. A. (2015) 'Internationalization of emerging Indian multinationals: linkage, leverage and learning (LLL) perspective', *International Business Review*, doi: 10.1016/j.ibusrev.2015.06.006.
- **Troth, A.C., Lawrence, S.A., Jordan, P. J.** and Ashkanasy, N. M. (2017) 'Interpersonal emotion regulation in the workplace: a conceptual and operational review and future research agenda,' *International Journal of Management Reviews*, doi: 10.1111/ijmr.12144.
- Venz, R.A. and **Gardiner, E.** (2017) 'It pays to be well connected: the moderating role of networking ability on the relationship between core self-evaluations and income', *Personality and Individual Differences*, vol. 110, pp. 85-89.

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[griffith.edu.au/work-organisation-wellbeing](http://griffith.edu.au/work-organisation-wellbeing)

