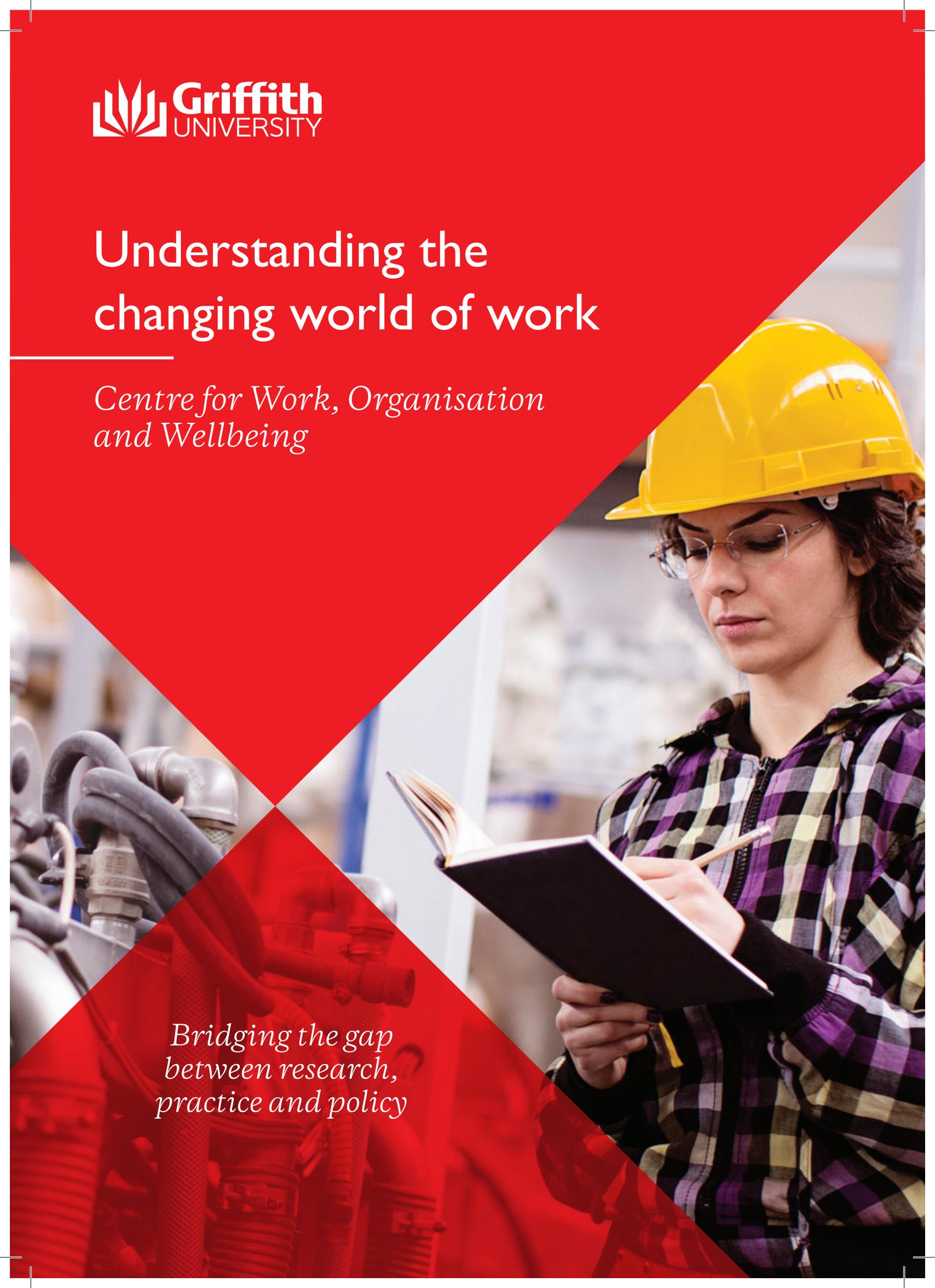


Understanding the changing world of work

*Centre for Work, Organisation
and Wellbeing*



*Bridging the gap
between research,
practice and policy*

Centre for Work, Organisation and Wellbeing



Established
2007



28 core
academic staff



25 seminars
annually

Our research



Managing
change at work



Diversity
at work



Employee
voice



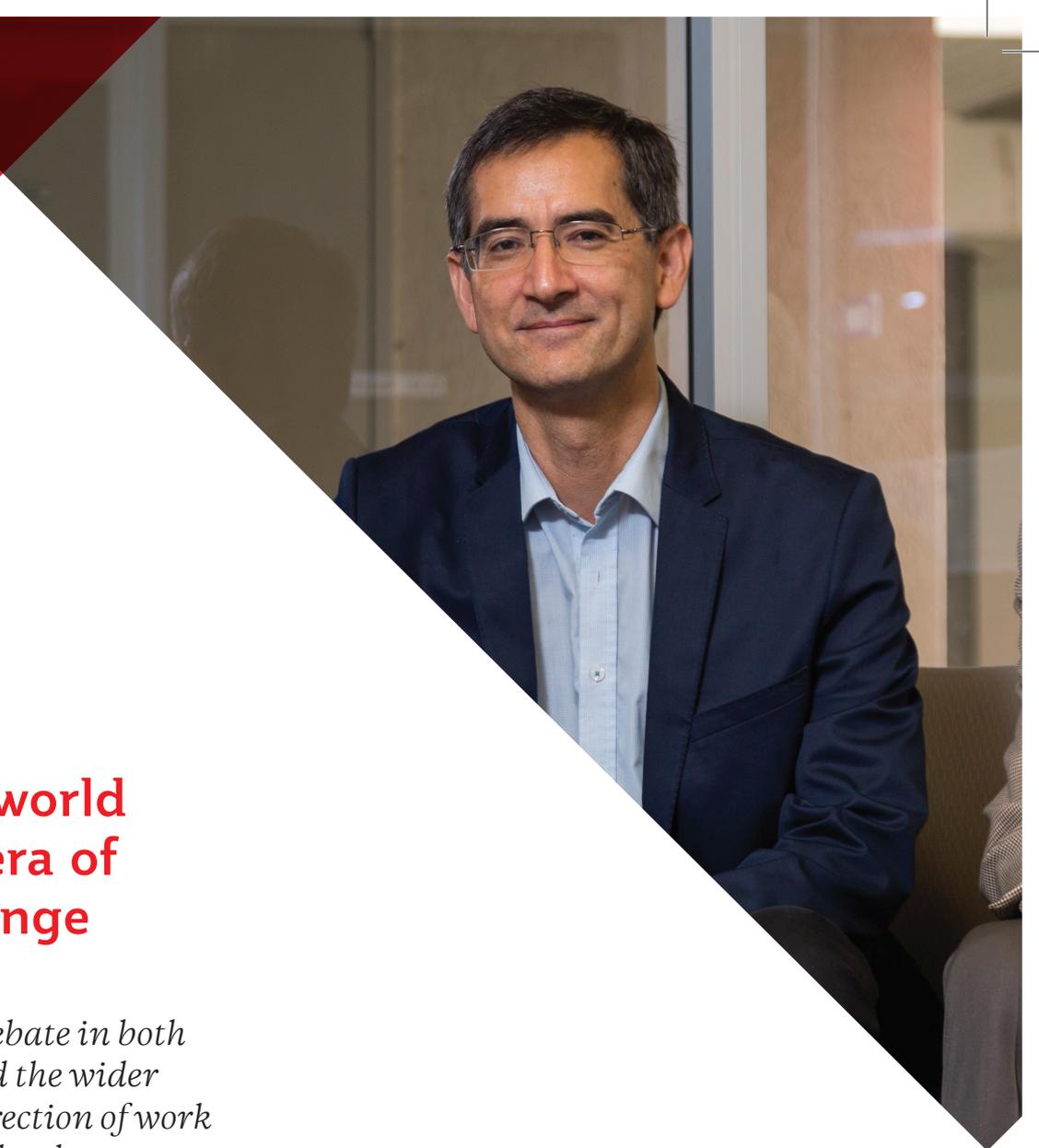
Emotion at work



The Future of
work



Wellbeing at
work

A portrait of Professor Adrian Wilkinson, a man with glasses wearing a dark blue blazer over a light blue shirt, sitting in an office setting. The image is partially obscured by a large white diagonal shape on the left side of the page.

Exploring the world of work in an era of significant change

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

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:

- managing change at work
- diversity at work
- employee voice
- emotion at work
- the future of work
- wellbeing at work.

“

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

“

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:

- Intimidation and voice of research scientists (ARC Discovery)
- 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

- Delegates are diamonds II (Australian Council of Trade Unions)
- 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).
- Association for International and Comparative Studies in Labour Law and Industrial Relations (ADAPT) since 2018.

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:
 - 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

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:

- **Bowden, B., and McMurray, A.** (eds) (2019) *The Palgrave Handbook of Management History*, Palgrave Macmillan.
- **Townsend, K., Cafferkey, K., Mcdermott, A., and Dundon, T.** (eds) (2019) *Elgar Introduction to Theories of Human Resources and Employment Relations*, Edward Elgar.
- **Wilkinson, A., Bacon, N., Snell, S., and Lepak, D.** (eds) (2019) *The SAGE Handbook of Human Resource Management*, SAGE.
- **Booyesen, L.A.E., Bendl, R., and Pringle, J.K.** (eds) (2018) *Handbook of Research Methodson Diversity Management, Equality and Inclusion at Work*, Edward Elgar.
- **Bowden, B.** (2018) *Work, Wealth and Postmodernism: The Intellectual Conflict at the Heart of Business Endeavour*, Palgrave Macmillan.
- **Brough, P.** (ed) (2018) *Advanced Research Methods for Applied Psychology: Design, analysis, and reporting*, Routledge.
- **Lindebaum, D., Geddes, D., and Jordan, P.J.** (eds) (2018) *Social Functions of Emotion and Talking about Emotion at Work*, Edward Elgar.
- **Thite, M.** (ed) (2018) *E-HRM: Digital Approaches, Directions & Applications*, Routledge.
- **Wilkinson, A., Dundon, T., Donaghey, J., and Colvin, A.** (eds) (2018) *The Routledge Companion to Employment Relations*, Routledge.
- **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.

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.,** and Boase, A. (2019) 'Occupational stress management in the legal profession: Development, validation, and assessment of a stress-management instrument', *Australian Journal of Psychology*, doi: 10.1111/ajpy.12244.
- **Chu, M. L., Creed, P. A.,** and Conlon, E. G. (2019) 'Work-study boundary congruence, contextual supports, and proactivity in university students who work: A moderated-mediation model', *Journal of Career Development*, doi: 10.1177/0894845319830253.
- **Gifkins, J., Johnston, A.** and **Loudoun, R.** (2018) 'The impact of shift work on eating patterns and self-care strategies utilised by experienced and inexperienced nurses', *The Journal of Biological and Medical Rythm Research*, vol. 35, no. 6, pp. 811-820.
- **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.
- **Johnstone, S., Saridakis, G.** and **Wilkinson, A.** (2019) 'The Global Financial Crisis, Work and Employment: Ten Years On', *Economic and Industrial Democracy*, vol. 40, no. 3, pp. 455-468.

- 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.
- Niven, K. , **Troth, A. C.** and Holman, D. (2019) 'Do the effects of interpersonal emotion regulation depend on people's underlying motives?' *Journal of Occupational & Organizational Psychology*, doi: 10.1111/joop.12257.
- **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.**, Bruynius, S. and Murray, G. (2019) 'Choice and the impact of changes to Sunday premiums in the Australian retail and hospitality industries', *Journal of Industrial Relations*, doi: 10.1177/0022185618814578.
- **Rafferty A.**, and Minbashian, A. (2018) 'Cognitive beliefs and positive emotions about change: Relationships with employee change readiness and change-supportive behaviors', *Human Relations*, doi: 10.1177/0018726718809154.
- **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.
- Raper, M., **Brough, P.** and **Biggs, A.** (2019) 'Evidence for the impact of organisational resources versus job characteristics in assessments of occupational stress over time', *Applied Psychology*, doi: 10.1111/apps.12201.
- 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.
- Thurston, E. and **Glendon, A. I.** (2018) Association of risk exposure, organizational identification, and empowerment, with safety participation, intention to quit, and absenteeism', *Safety Science*, vol. 105, pp. 212-221.
- **Troth, AC, Guest, DE.** 2019, 'The case for psychology in human resource management research', *Human Resource Management Journal*, doi: 10.1111/1748 - 8583.12237.
- **Troth, A. C.**, **Lawrence, S. A.**, **Jordan, P. J.** and Ashkanasy, N. M. (2018) 'Interpersonal emotion regulation in the workplace: A conceptual and operational review and future research agenda', *International Journal of Management Reviews*, vol. 20, pp. 523-543.
-

*Centre for Work, Organisation and Wellbeing
Griffith Business School*

Nathan campus Griffith University
170 Kessels Road
Nathan, Queensland 4111

Phone: +61 7 3735 3714
Email: wow@griffith.edu.au

To find out more and register for updates visit
griffith.edu.au/work-organisation-wellbeing

