Centre for Sustainable HRM & Wellbeing
Peter Faber Business School

Founding Director: Professor Thomas Lange, Ph.D. FRSA CAHRI

About the Centre

Formally launched in 2015, the Centre for Sustainable HRM & Well-Being resides within the Peter Faber Business School at the Faculty of Law and Business, Australian Catholic University (ACU). Members of the Centre explore scholarly themes in the Human Resource Management and Organisational Behaviour domain through the lens of cultural, social, psychological and ethical enquiry. Closely aligned with ACU’s mission in the pursuit of knowledge, the dignity of the human person and the common good, the Centre and its members contribute through world-leading research in any one or more of the following inter-linked research themes:

1. **Sustainable HRM: beyond financial metrics**
   Sustainable HRM represents an attempt to grapple with the relationship between HRM practices and outcomes beyond predominantly economic and financial outcomes. This change in focus represents a changing environment in which companies operate. “Business as usual” is facing a legitimacy crisis as the traditional purpose of maximizing profits or shareholder value for businesses is deemed insufficient for current times. Serving the common good requires firms to ensure that they can balance a multitude of stakeholders’ interests - not only in financial terms but also in psychological and social terms.

2. **Happiness and job satisfaction**
   Firmly embedded in subjective well-being scholarship, the constructs of happiness and satisfaction have occupied a central role not only in the popular press but also in the statistical and policy agenda of many countries of the world. A focus on employee well-being serves as an attractive business proposition. A large literature in the social sciences has linked employees' job satisfaction to observable workplace behaviours, including absenteeism, organizational commitment, and intentions to quit. It is easy to discern why research on the happiness and satisfaction of employees (and others) provides powerful incentives for academicians and practitioners alike.

3. **Voice, institution and social identity in the workplace**
   Beyond socio-demographic variables, institutional and societal antecedents have grown in prominence in the Human Resource Management and Organisational Behaviour research arena. Attempts to disentangle the direct and indirect impact of institutional and cultural context, social networks, social values, and societal belief systems have demonstrated that such constructs contain strong predictive powers. Researchers shifting their attention from the technical to the institutional and social context find the latter to be one of the prime motivators of behaviour in organizations.

4. **Employee engagement and organisational performance**
   Employee engagement is understood as a workplace approach resulting in the right conditions for all members of an organisation to give of their best each day, committed to their organisation’s goals and values, motivated to contribute to organisational success, with an enhanced sense of their own well-being. The growing literature in this analytical realm demonstrates that defining employee engagement remains problematic. Multidimensional approaches are commonplace. Contemporary practices have positioned the drivers of engagement across a multi-faceted spectrum, ranging from within the psyche of the individual employee (e.g. stress response) to focusing predominantly on the actions and motivational incentives an organisation pursues to support such engagement.
Centre members (alphabetical) – Bio notes

Dr Mayowa Babalola
Mayowa Babalola is a Nigerian-born Leadership scholar with a PhD in Organizational Psychology from the University of Leuven, Belgium. His research focuses primarily on leadership, including ethical, servant, abusive, and family-supportive leadership. Mayowa investigates how effective leaders emerge, the contexts hindering or facilitating their emergence, and how they can, in turn, shape desirable attitudes and behaviours during organizational change, workplace conflict, and beyond. In his second research stream, he applies a behavioural science lens to study how leadership can better foster health and safety outcomes in high-risk sectors, such as healthcare, manufacturing, and aviation. Recent publications include articles in the Journal of Management and Journal of Business Ethics.

Associate Professor Christopher Chan
Christopher Chan teaches and researches in the human resource management area. His current research focuses on work-family conflict and work enrichment, the interfaces between religious ethics and business/HR practices, and cross cultural management themes. He has published in the areas of organizational learning, cross-cultural management, and work-life balance. Recent articles have appeared in the Journal of Occupational and Organizational Psychology, International Journal of Intercultural Relations, and Journal of Business Ethics.

Professor Richard Croucher
Richard Croucher is an internationally acknowledged expert in Comparative Employment Relations. A member of the Senior Common Room, Kellogg College Oxford, he earned his PhD from the University of Warwick. From the mid-1990s onwards, he worked for ten years with six Global Union Federations on a series of projects to re-structure trade unions throughout the Former Soviet Union. In 2011-12, Richard was Research Fellow at the University of Mauritius, a position awarded to one researcher annually by international competition. His recent investigations have featured in such outlets as the Journal of Management, British Journal of Industrial Relations, and Industrial and Labor Relations Review.

Professor Michael D. Fischer
Michael Fischer is a world-renowned expert in leading and mobilising organisational change in research-intensive organisations in the healthcare industry. He holds a PhD from Imperial College London and was previously senior faculty at the University of Oxford and King’s College London. He has led major research grants projects, focused on the leadership of research-based innovation, transformational change and impact in the healthcare industry. He specialises in ethnographic and longitudinal case studies, studying interactions between informal and formal aspects of organisational life. Recent publications have featured in Accounting Organizations and Society, Human Relations, and Organization Studies.

Professor Yannis Georgellis
Yannis Georgellis is known for his work on happiness, adaptation, and employee well-being. Spanning across several disciplines, his research explores psychological aspects of decision-making processes within the general context of employee happiness, well-being, and engagement, and their impact on organisational performance. A Distinguished Associate of the International Atlantic Economic Society (IAES), alongside Nobel laureates Edmund Phelps, Robert A. Mundell, and James M. Buchanan, his recent scholarship has appeared in Human Resource Management, Journal of Public Administration Research and Theory, and Economica.
Professor Thomas Lange
The Centre for Sustainable HRM & Well-being is led by its founding Director, Professor Thomas Lange. Thomas is a multi-award-winning researcher who holds scholarly interests in employee well-being and motivational aspects of behaviour in the workplace. He assisted several governments as Specialist Advisor, including as key architect of ‘Future Skills Scotland’ and through his contributions to the Cubie Inquiry, ILO, Economic Policy Advisory Group (NZ), MOET Vietnam, and the UK Office of Fair Trading Pensions Inquiry. His recent research features in the British Journal of Management, Human Resource Management, and Journal of Vocational Behavior.

Dr Sugumar Mariappanadar
Sugumar Mariappanadar is a Senior Lecturer in Management/HRM in the Peter Faber Business School in Melbourne. His teaching and research interests cover sustainable human resource management, human resource measurement, organizational behaviour, and culturally indigenous management practices. An organisational psychologist by training, his research has appeared in leading international journal outlets. Recent examples include articles in Human Resource Management Review, Personnel Review, and International Journal of Manpower.

Professor Richard M Ryan
Richard Ryan is a widely published researcher and influential theorist in human motivation and well-being. With Edward L. Deci, he is co-developer of Self-Determination Theory, a globally recognised theory of human motivation and personality development that has been both widely researched and applied in a variety of contexts, including work organisations, around the world. His current research interests are diverse and include, among others, the validity of eudaimonic formulations of happiness; and need satisfaction in the workplace. Recent articles have featured in Journal of Social Psychology, Psychological Science, and Journal of Personality and Social Psychology.

Professor Mindy Shoss
Mindy Shoss has emerged as one of the world’s leading scholars in the study of employee well-being, using it as a lens through which to examine such topics as leadership, counterproductive workplace behaviour, adaptability, job insecurity, and the consequences of economic crises. She holds a PhD in Industrial-Organizational Psychology from University of Houston and pairs this background with baccalaureate training in both psychology and economics from Washington University in St. Louis, where she graduated summa cum laude and received Phi Beta Kappa honors. Mindy’s research has been published in some of the world’s leading HR/OB journals, including recent articles in Journal of Applied Psychology, Organizational Behavior and Human Decision Processes, and Journal of Organizational Behavior.

Dr Andy Wang
Andy Wang is a Lecturer in Accounting in the Peter Faber Business School in Sydney. He earned his PhD from Macquarie University. An early career researcher, Andy already attracted competitive research grants from the CPA Australia and the Chartered Institute of Management Accountants (CIMA). His interests include inter-organizational relationships management, organizational justice and trust, and sustainability and organizational resistance. Published work featured in the Accounting, Auditing and Accountability Journal.

Dr Kirsten Way
Kirsten Way is an Organisational Psychologist, Occupational Therapist and Certified Professional Ergonomist who specialises in the study of worker and group-level psychology and its influence on various aspects of organisational performance. Kirsten is currently Senior Lecturer OHSE in the Peter Faber Business School in Brisbane where she conducts her research on the role of supervisors in conflict, occupational stress, fatigue, injury management, and occupational health and wellbeing. Recent publications have featured in International Journal of Conflict Management and Journal of Health, Safety, and Environment.
Publications by Centre Members
(A selection of journal articles in recent years - in reverse chronological order)


*Australian Business Deans Council (ABDC) journal rankings 2013 in red parentheses.*

*Centre members in bold.*