

Organizational Justice The Search For Fairness In The Workplace Issues In Organization And Management Series

Why are some acts but not others perceived to be fair? How do people who experience unfairness respond toward others held accountable for the unfairness? This book reviews the theoretical organizational justice literature and explores how the research on justice applies to various topics in organizational behaviour including personnel selection systems, performance appraisal and the role of fairness in resolving workplace conflict. Organizational Justice and Human Resource Management considers justice in organizations within a new framework - Fairness Theory - which integrates previous work in this area by focusing on accountability for events with negative impact on material and psychological well-being.

Justice in the Workplace acts as a central reference point for application of organizational justice and helps human resource managers relate the importance of justice to their work environments. Forming much of this book's content, outcomes, processes, and interpersonal treatment are three powerful tools for building and maintaining workplace justice. In Part I these books are discussed at a theoretical level. Part II applies these theories to several issues important to both human resource management and society. And Part III looks at organizational justice in the years ahead. Compared to the first volume, this book will appeal to practitioners and researchers in such applied areas as human resource management, industrial organizational psychology, and management. This interdisciplinary and cross-national volume brings together theory and research by prominent scholars within the areas of distributive and procedural justice, not only featuring work within each area separately, as is commonly done, but also showing how combinations of the two justice orientations might operate to affect justice judgments and guide behaviour. Chapters cover various levels of analysis, from intra-personal to interpersonal to group and societal levels. The volume is divided into four sections: distributive justice, procedural justice, distributive and procedural justice, and methodological issues. Each section is subdivided into two parts, basic research and applied research re: current and important societal issues. Each chapter contains an overview of theoretical and empirical research on a particular topic. The volume is designed for use on courses in social psychology, psychology, sociology, political philosophy, and law.

Organizational Justice The Search for Fairness in the Workplace Free Press

The enormous financial cost of criminal justice has motivated increased scrutiny and recognition of the need for constructive change, but what of the ethical costs of current practices and policies? Moreover, if we seriously value the principles of liberal democracy then there is no question that the ethics of criminal justice are everybody's business, concerns for the entire society. The Routledge Handbook of Criminal Justice Ethics brings together international scholars to explore the

most significant ethical issues throughout their many areas of expertise, anchoring their discussions in the empirical realities of the issues faced rather than applying moral theory at a distance. Contributions from philosophers, legal scholars, criminologists and psychologists bring a fresh and interdisciplinary approach to the field. The Handbook is divided into three parts: Part I addresses the core issues concerning criminal sanction, the moral and political aspects of the justification of punishment, and the relationship between law and morality. Part II examines criminalization and criminal liability, and the assumptions and attitudes shaping those aspects of contemporary criminal justice. Part III evaluates current policies and practices of criminal procedure, exploring the roles of police, prosecutors, judges, and juries and suggesting directions for revising how criminal justice is achieved. Throughout, scholars seek pathways for change and suggest new solutions to address the central concerns of criminal justice ethics. This book is an ideal resource for upper-undergraduate and postgraduate students taking courses in criminal justice ethics, criminology, and criminal justice theory, and also for students of philosophy interested in punishment, law and society, and law and ethics.

This edited volume in the SIOP Frontiers series is one of the first to look at the psychological factors behind politics and power in organizations. Noted contributors from schools of management, psychology, sociology and political science look at the theory, research, methodology and ethical issues related to organizational politics and climates. The book is divided into three parts: Part 1 looks at the historical evolution of the field; Part 2 integrates organizational politics with important organizational behavior constructs and/or areas of inquiry, for example in the chapter by Lisa Leslie and Michele Gelfand which discusses the implications of cross-cultural politics on expatriates and within cross-national mergers; and Part 3 focuses on individual differences and organizational politics, focusing on the nature of political relationships.

Irrespective of whether one thinks of philosophy explicitly, each organizational researcher is a philosopher. A philosophical position is predicated on a variety of approaches relating to ontology, epistemology, methodology, ethics, and political positions. Depending on where one stands with regard to these philosophical building blocks, their orientation may be characterized as positivist, realist, critical-realist, and constructivist, with pragmatist and political considerations weighing in as well. Also, management theories all inhabit the same spectrum of philosophical positions that enrich them and add to their relevance to the world of firms and organizations. This book provides a broad-based commentary on the terrain of philosophy as it pertains to management studies, especially for the relatively unfamiliar organizational theorist. This book serves as a succinct overview of the field of management philosophy as well as a roadmap for those readers who wish to explore the terrain further. The book argues that all knowledge inquiry invokes philosophy and philosophical thinking, and that the artificial separation between philosophy and social science is fallacious. Just as

philosophy is everywhere, so is power, and for better or worse they go hand in hand. Hence, philosophical positions are political positions. The authors do not shy from addressing the politics of their own research practice or the subjects of their inquiry. *Philosophy and Management Studies* targets a new generation of management researchers, whose interest in philosophy vastly exceeds their resources to engage with it, partly because of their unfamiliarity with its often mystifying and outsider-unfriendly conventions. It seeks to bridge the chasm between interest in philosophy in organizational studies and knowledge about it. It is not for the trained philosopher or the expert, but for a relative newcomer. *Social Justice and Social Work: Rediscovering a Core Value of the Profession* introduces and connects social justice to the core values of social work across the curriculum. This unique and timely book, edited by Michael J. Austin, presents the history and philosophy that supports social justice and ties it to ethical concepts that will help readers understand social justice as a core social work value. The book further conveys the importance of amplifying client voice; explores organization-based advocacy; and describes how an understanding of social justice can inform practice and outlines implications for education and practice.

This work provides an innovative new look at police ethics, including results from an updated version of the classic Police Integrity Questionnaire, including new social and technological advances. It aims to push the study of police research further, expanding on and testing police integrity theory and methodology, the relationship between community and integrity, and the influence of multiculturalism and globalization on policing and community attitudes. This work brings together experienced scholars who have used the police integrity theory and the accompanying methodology to measure police integrity in eleven countries, and provide advance and sophisticated explorations of the topic. Organized into three thematic sections, it explores the testing methodology for international comparisons, insights into police-community relations, and explores police subcultures. This innovative book will be of interest to researchers in criminology & criminal justice, particularly with an interest in policing, as well as related fields such as sociology, public policy, and comparative law.

'This is an extremely welcome and timely contribution which extends our understanding of the relationship between trust and HRM in organizations, a relationship which has until now been under explored. This excellent edited collection explores trust in the context of HRM stage by stage from pre-entry to exit in a thoughtful and provocative way. In each chapter leading scholars in the trust and HRM fields highlight critical issues for both researchers and practitioners to consider. Key reading for anyone interested in how HRM can enhance and develop trust and how trust can contribute to the success of HRM.'

– Antoinette Weibel, University of Konstanz, Germany and President of First International Network on Trust 'The issue of trust in organizations is an extremely important one, given the global economic situation. This edited collection is

outstanding, comprised of the leading academics in the field and highlighting the challenges for HR over the coming decade. A must read for those in HRM, if we are to build trust in organizations in the future.' – Cary L. Cooper, CBE, Lancaster University Management School, UK An organization's human resource management (HRM) policies and their implementation have long been claimed to influence trust within an organizational environment. However there has, until now, been a limited examination of the relationship between the two. In this unique book, the contributors explore the HRM cycle from entry to exit, and examine in detail the issue of trust and its links with HRM. Each chapter takes an aspect of HRM including; selection, performance management, careers and personal development, training, change management and exit, and offers a new understanding and insight into the role, importance and challenges to trust within these processes. This timely book will prove to be an invaluable resource for academics interested in trust, HR and organizational behaviour. HR professionals should also not be without this path-breaking study.

The return of emotions to debates about crime and criminal justice has been a striking development of recent decades across many jurisdictions. This has been registered in the return of shame to justice procedures, a heightened focus on victims and their emotional needs, fear of crime as a major preoccupation of citizens and politicians, and highly emotionalised public discourses on crime and justice. But how can we best make sense of these developments? Do we need to create "emotionally intelligent" justice systems, or are we messing recklessly with the rational foundations of liberal criminal justice? This volume brings together leading criminologists and sociologists from across the world in a much needed conversation about how to re-calibrate reason and emotion in crime and justice today. The contributions range from the micro-analysis of emotions in violent encounters to the paradoxes and tensions that arise from the emotionalisation of criminal justice in the public sphere. They explore the emotional labour of workers in police and penal institutions, the justice experiences of victims and offenders, and the role of vengeance, forgiveness and regret in the aftermath of violence and conflict resolution. The result is a set of original essays which offer a fresh and timely perspective on problems of crime and justice in contemporary liberal democracies.

Downsizing is one of the most frequently used business strategies for reducing costs, returning firms to profit or for restructuring businesses following takeovers, mergers and acquisitions. Downsizing measures are also set to become much more prevalent in the public sector as governments seek to restrict levels of public spending. This book is one of the first to provide a thorough study of downsizing from a global perspective. It examines the phenomenon in its entirety, exploring how it is initiated and what the process of downsizing looks like. It also looks at the effects of downsizing at a number of different levels, from the individual (e.g., motivational effects, effects on health and stress levels) to the organizational (e.g., financial outcomes, reputational and productivity outcomes).

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Written by an international team of experts, the book provides a comprehensive overview of downsizing that examines both the strategic and human implications of this process.

This authoritative Wiley Blackwell Handbook in Organizational Psychology focuses on individual and organizational applications of Internet-enabled technologies within the workplace. The editors have drawn on their collective experience in collating thematically structured material from leading writers based in the US, Europe, and Asia Pacific. Coinciding with the growing international interest in the application of psychology to organizations, the work offers a unique depth of analysis from an explicitly psychological perspective. Each chapter includes a detailed literature review that offers academics, researchers, scientist-practitioners, and students an invaluable frame of reference. Coverage is built around competencies set forth by regulatory agencies including the APA and BPS, and includes E-Recruiting, E-Leadership, and E-Learning; virtual teams; cyberloafing; ergonomics of human-computer interaction at work; permanent accessibility and work-life balance; and trust in online environments.

Organizational leaders often struggle to establish and sustain a trusting culture in times of constant changes in the corporate fabric and unethical behavior by corporate leadership. Organizational justice theory provides a means to explain and better understand employees' perceptions of trust, fairness, and the management of change during strategic change. Qualitative studies have yet to be conducted on how an organizational justice framework would address the need of organizational justice for novel, conceptually derived accounts of non-managerial employee perspectives. The purpose of Organizational Justice during Strategic Change is to be both an academic and practical book. After presenting the theoretical elements of the topic, half the book is devoted to a detailed case study of employee interviews conducted in a large, privately-owned media organization addressing the issues of the book topic. The authors' research findings from the case study indicated employees who experience trust and positive feelings regarding their treatment within the organization are willing to become involved in the change process and adopt positive working relationships with their colleagues and managers. This study is important for organizational management to gain knowledge and understanding on how employees' perceptions of distrust and unfairness can lead to resistance and negative behaviors toward organizations and management during strategic change. In this compelling book the author contends that social equity--specifically racial equity--is a nervous area of government. Over the course of history, this nervousness has stifled many individuals and organizations, thus leading to an inability to seriously advance the reduction of racial inequities in government. The author asserts that until this nervousness is effectively managed, public administration social equity efforts designed to reduce racial inequities cannot realize their full potential.

This book analyzes the impact of culture on employee justice judgments and

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reactions to perceptions of fairness and unfairness. I start this book with the following two questions. Why is a book on culture and organizational justice needed? What does such a book add to the extant literature on organizational justice, especially, after the publication of the landmark work of Colquitt and Greenberg (2005), *Handbook of Organizational Justice*? Although there are no easy answers to these questions, in the following lines, I explain the reasons why a book on culture and justice is not only needed but also timely. There are at least three reasons for which a book on culture and organizational justice is needed. First, a book on culture and organizational justice is needed because "there are indications that culture exerts very important and wide-ranging effects on justice behavior including even generally shaping the likelihood that individuals will experience feelings of injustice" (James, 1993, p. 22). Second, globalization has led to the interrelatedness of world economies. Thus, most organizations not only operate in several countries, but they also employ people from different nationalities and cultural backgrounds. The resulting challenge is to find new ways of managing a culturally diverse workforce. Third, justice is inherent to any organized social group. As examples of social systems, organizations are arenas of justice concerns because their members compete for limited resources. The resources for which they compete include tangibles, such as money but also intangibles, such as status, power, and prestige (e.g., Tajfel & Turner, 1979; Turner, 1985). In the following lines, I elaborate on the three reasons why a book on culture and organizational justice is needed and timely. "Managing Workplace Conflict critically analyses Alternative Dispute Resolution (ADR) in Australian workplaces. It includes coverage of: various ADR techniques and the roles played by ADR practitioners in workplace conflict; the need for workplace grievance policies and the forms these can take; the suitability of ADR for various types of disputes; the effects of the Work Choices Act 2005 (Cth) on dispute resolution; and three case studies where ADR was utilised in workplace conflict and the experiences of both the human resource consultant and their clients. Managing Workplace Conflict is written against the background of a rapidly changing Australian labour market. It argues that ADR in the Australian workplace needs to be conducted with an understanding of the changed industrial relations environment and the power differences between key workplace stakeholders, as well as commitment to ethical practice and workplace justice. It presents the key concepts central to the practice of ADR in Australia and provides a practical, useable reference book for both the professional and the student."

-- back cover

Overall, our objective for this volume is to stimulate additional conceptualizations and research in the very broad area of international management. Hopefully, the insightful chapters presented here will show not only the challenges involved in understanding such a complex domain, but additionally show that substantial progress is being made to untangle the various complexities. As in the past, there are a number of individuals we wish to thank. First, we thank Susan Stearns for her tremendous help in making sure that all of the pieces fit together so well as we organized this volume.

Now in its second edition, *Strategic HRM: A Balanced Approach* has been updated and

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revised throughout to examine the latest in theory and practice. Central to its theme is putting HRM in its organizational context and creating a more balanced approach to managing people – ‘HR sensitivity’. To illustrate how understanding context is key to successful strategic HRM, this text doesn’t offer best-practice solutions but takes a critical perspective HRM builds on economics, psychology, sociology and industrial relations. It’s a multilevel approach that includes the individual employee, teams, business units, organizations, sectors/populations, and countries. Key additions: •New chapter on talent management •New chapter on strategy implementation •New cases studies, including CERN IKEA and Efteling •Major revisions to chapters on achieving the right balance and HR roles. Key Features: •Cases and Discussion Questions provide real-world scenarios and issues to illustrate contemporary HR issues in practice •Stop and Reflect Boxes throughout each chapter designed to encourage students to critically evaluate topics and issues raised and how they can be applied to real-life situations •Personal Development Boxes help students think about how to link theoretical concepts with the development of personal skills appropriate to effective HRM •Experiential Exercises present ‘Individual’ and ‘Team’ tasks at the end of each chapter that can be used as in-class exercises encouraging students to learn from direct experiences •Chapter Summaries provide links to learning objectives to help students remember key facts, concepts and issues. They also serve as an excellent study or revision guide •References and Further Reading list the literature referred to and highlight sources to help students to research and read around the topic in more depth. Strategic HRM: A Balanced Approach offers an engaging and comprehensive discussion of the factors that shape Human Resource Management (HRM) in organizations. Paul Boselie is a Professor in Strategic Human Resource Management (SHRM) in the Utrecht University School of Governance at Utrecht University (the Netherlands). His research traverses human resource management (HRM), institutionalism, strategic management and industrial relations.

Although various factors contribute to failed change, one of the key reasons for change failure is the inability of leaders to gain the trust of employees, to understand the interaction between their subordinates, and to convince them to support change and to commit the energy and effort necessary to implement it. The aims of this book are to establish theories in order to describe and explain how human behaviors and contexts interact dynamically in these changes, and manage change and justice by reducing inequalities, giving emphasis to distributive justice. In addition, the aim of this book is also for readers to better understand employees' perceptions of organizational justice by senior management which is particularly important during the organizational change because change cannot succeed without the acceptance and support from employees. Organizational Justice and Organizational Change: Managing by Love provides readers a theoretical understanding and recommendations for acting properly in an organization, forming a comprehensive tool and better enable practitioners to achieve management of change and justice in organizations. It will be of interest to researchers, academics, practitioners, and students in the fields of change management, organizational studies, leadership, and strategic management.

There is an urgent need to understand how private and public organisations can play a role in promoting human values such as fairness, dignity, respect and care. Globalisation, technological advance and climate change are changing work,

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organisations and systems in ways which foster inequality, alienation and collective risk. Against this backdrop, organisations are being urged to make their contribution to the common good, take account of the interests of multiple stakeholders, and respond ethically as well as efficiently to complex challenges which transcend traditional organisational and state boundaries. Ethics, Meaningfulness, and Mutuality poses critical questions related to organisational design by challenging limits to current thinking, such as the neglect by political philosophers of markets, firms and stakeholders, or by organisational theorists of business ethics. In so doing, the book advances our understanding of the theory and practice of ethical organising. Specifically, meaningfulness and mutuality will be used to yield values and principles for a philosophy of ethical organising which includes an account of human values in morally desirable collective action, and examines the relationship of collective action to the contested concept of shared value creation. Within a philosophy of ethical organising, mutuality permits an examination of the unavoidable relational nature of collective action, whereas meaningfulness addresses fundamental human concerns for significance and leading a life we have reason to value. By addressing our status as relational beings with human needs for meaning, a philosophy of ethical organising brings critical thinking to the creation of morally informed organisational practices which are not only instrumentally beneficial for addressing wicked problems, but are normatively desirable for human flourishing.

Matters of perceived fairness and justice run deep in the workplace. Workers are concerned about being treated fairly by their supervisors; managers generally are interested in treating their direct reports fairly; and everyone is concerned about what happens when these expectations are violated. This exciting new handbook covers the topic of organizational justice, defined as people's perceptions of fairness in organizations. The Handbook of Organizational Justice is designed to be a complete, current, and comprehensive reference chronicling the current state of the organizational justice literature. Tracing the development of ideas regarding organizational justice, this book: *introduces the topic of organizational justice from a historical perspective and presents fundamental issues regarding the nature of organizational justice; *examines the justice judgment process, specifically addressing basic psychological processes, such as the roles of control, self-interest, morality, and trust in the formation of justice judgments; *discusses the consequences of fair and unfair treatment in the workplace; *focuses on such key issues as promoting justice in the workplace in ways that help manage stress, and the underlying processes that account for the effectiveness of justice applications; *examines the generalizability of the interaction between process and outcomes and focuses on the notion of cross-cultural differences in justice effects; and *summarizes the state of the science of organizational justice and presents various issues for future research and theorizing. This Handbook is useful as a guide for professors and graduate students, primarily in the fields of management and psychology. It also is highly relevant to professionals in the fields of communication, sociology, legal studies, marketing, and human resources management.

This is a state-of-the-science book about organizational justice, which is the study of people's perception of fairness in organizations. The volume's contributors, all acknowledged leaders in this burgeoning field, present new theoretical positions, clarify existing paradigms, and identify future areas of application. The first chapter provides a

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comprehensive framework that integrates and synthesizes key concepts in the field: distributive justice, procedural justice, and retributive justice. The second chapter is a full theoretical analysis of how people use fairness judgments as means of guiding their reactions to organizations and their authorities. The subsequent two chapters examine the conceptual interrelationships between various forms of organizational justice. First, we are given a definitive review and analysis of interactional justice that critically assesses the evidence bearing on its validity. The next chapter argues that previous research has underemphasized important similarities between distributive and procedural justice, and suggests new research directions for establishing these similarities. The three following chapters focus on the social and interpersonal antecedents of justice judgments: the influence that expectations of justice and injustice can have on work-related attitudes and behavior; the construction of a model of the determinants and consequences of normative beliefs about justice in organizations that emphasizes the role of cross-cultural norms; and the potential impact of diversity and multiculturalism on the viability of organizations. The book's final chapter identifies seven canons of organizational justice and warns that in the absence of additional conceptual refinement these canons may operate as loose cannons that threaten the existence of justice as a viable construct in the organizational sciences.

Practical and Theoretical Implications of Successfully Doing Difference in Organizations is a book for managers and researchers passionate about follow-through on promises of workplace diversity across social identity dimensions, including age, class, culture, ethnicity, faith, gender, physical/psychological ability, sexual orientation, and more.

Despite the popularity of organizational change management, the question arises whether its prescriptions and dominant beliefs and practices are based on solid and convergent evidence. Organizational change management entails interventions intended to influence the task-related behavior and associated results of an individual, team, or entire organization. There is a perception that a lot of change initiatives fail and limited understanding about what works and what does not and why. Drawing on the field of psychology and based on primary research, *Reconsidering Change Management* identifies 18 popular and relevant commonly held assumptions with regard to change management that are then analyzed and compared to the four specific themes laid out in the book (people, leadership, organization, and change process), resulting in their own set of assumptions. Each assumption will have a brief introduction in which its relevance and popularity is explained. By studying the scientific evidence, in particular meta-analytic evidence, the book provides students and academics in the fields of change management, organizational behavior, and business strategy the best available evidence for the acceptance or dropping of certain (change) management assumptions and their accompanying practices. By exploring the topics people, leadership, organization, and process, and the related assumptions, change management is restructured and reframed in a prudent, positive, and practical way.

Explains how to determine if policies are unfair and discusses executive compensation, comparable worth, and the management of dissent

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The Aid Triangle focuses on the human dynamics of international aid and illustrates how the aid system incorporates power relationships, and therefore relationships of dominance. Using the concept of a triangle of dominance, justice and identity, this timely work explains how the experience of injustice is both a challenge and a stimulus to personal, community and national identity, and how such identities underlie the human potential that international aid should seek to enrich. This insightful new critique provides for the reader an innovative and constructive framework for producing more empowering and more effective aid. Organizational justice – the perception of workplace fairness – can bring important benefits not only to the health and well-being of individual employees but also to the productivity of organizations themselves. This timely new collection, with contributions from leading researchers from around the world, considers organizational justice in an era when globalization has resulted in rapid organizational change, greater job insecurity, and increasing worker stress. Both comprehensive and cutting edge, the book initially considers what we mean by organizational justice in its relationship to self-interest, social identity, and personal moral codes. But moving beyond the perceptions of individuals, the book also reflects the increasing interest in the roles of teammates and leaders in creating organizational justice. There follow chapters on the negative results of perceived injustice, specifically around physical and mental employee health, as well as its deleterious impact on organizational productivity. Providing a definitive, state-of-the-art overview of the field, the book not only clarifies the key concepts and ideas that inform organizational justice but also explores their importance for today's organizations, managers, and employees. Including a final section that both suggests new areas for research and critically reflects on the field itself, this will be essential reading for researchers and students across business and management, organizational studies, HRM, and organizational and work psychology.

Decades of evolving U.S. policy have led to three sectors providing weather services—NOAA (primarily the National Weather Service [NWS]), academic institutions, and private companies. This three-sector system has produced a scope and diversity of weather services in the United States second to none. However, rapid scientific and technological change is changing the capabilities of the sectors and creating occasional friction. *Fair Weather: Effective Partnerships in Weather and Climate Services* examines the roles of the three sectors in providing weather and climate services, the barriers to interaction among the sectors, and the impact of scientific and technological advances on the weather enterprise. Readers from all three sectors will be interested in the analysis and recommendations provided in *Fair Weather*.

Justice is everyone's concern. It plays a critical role in organizational success and promotes the quality of employees' working lives. For these reasons, understanding the nature of justice has become a prominent goal among scholars of organizational behavior. As research in organizational justice has

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proliferated, a need has emerged for scholars to integrate literature across disciplines. Offering the most thorough discussion of organizational justice currently available, *The Oxford Handbook of Justice in the Workplace* provides a comprehensive review of empirical and conceptual research addressing this vital topic. Reflecting this dynamic and expanding area of research, chapters provide cutting-edge reviews of selection, performance management, conflict resolution, diversity management, organizational climate, and other topics integral for promoting organizational success. Additionally, the book explores major conceptual issues such as interpersonal interaction, emotion, the structure of justice, the motivation for fairness, and cross-cultural considerations in fairness perceptions. The reader will find thorough discussions of legal issues, philosophical concerns, and human decision-making, all of which make this the standard reference book for both established scholars and emerging researchers.

Combining current knowledge from psychology, sociology, labor studies, and economics, *The Oxford Handbook of Job Loss and Job Search* presents one of the first comprehensive overviews of the knowledge and research on job loss and job search. It provides readers with suggestions for further research and offers hands-on practical advice.

'This book is not an arcane tome restricted for use by specialists in cross-cultural psychology. It deals directly with what it sets out to do: How can social psychology both address and incorporate what is known about cultural constants and variations in human thought and behavior? In achieving this, the authors have delivered in spades. Their book is a must for social psychologists, whether in their roles as teachers or researchers. Importantly, it is also a valuable text for advancing students of social psychology and should be required reading for any who propose to undertake postgraduate psychological research' - *Journal of Cross-Cultural Psychology* 'It is useful in informing interactions with those of similar or different cultures and in understanding how cultural misunderstanding can occur. For these reasons I believe it is worth reading and would recommend' - *The Psychologist* 'This will be my favourite text for recommending to graduate students who want to know what cross-cultural psychology is about. I wished all of their professors had read it. For example, I never saw levels of analysis explained so clearly. I was comforted by the statement in the book that many studies in the published literature don't clearly state their level of analysis - so failing to understand those articles is not only my problem! The book is impressively comprehensive and broad, yet very readable, up-to-date and practically oriented. Every source cited has been read critically and put into context. A masterpiece' - Geert Hofstede 'The authors of this gracefully-written text have a vision of their field that incorporates but far transcends the experimental social psychology familiar to Americans. Using concepts and data from a range of cultures, they address problems in developmental, personality, and applied psychology, with a particular emphasis on cross-cultural interactions

and global change. Not since Roger Brown's classic has a text made social psychology so interesting!' - Robert R. McCrae `This book is one of the best available texts on cross-cultural psychology. It reviews a large amount of cross-cultural studies and covers a wide range of perspectives on culture.... It reveals what is unique to cross-cultural psychology and reminds us that culture is central to the advancement of psychology as a discipline' - Patricia M Rodriguez Mosquera, Brunel University `The concept for this book is excellent. As a global society we have many pressing problems. It is wonderful to see these leading cross-cultural psychologists make a highly sophisticated effort at applying the resources of social psychology to the needs of cultures throughout the world' - Jim Nelson, Valparaiso University, USA Illustrating ways in which culture shapes psychological processes across a wide range of social contexts, *Understanding Social Psychology Across Cultures* examines the strengths and limitations of the key theories, methods and instruments used in cross-cultural research. The book contains a broad range of pedagogical devices including: further reading and discussion questions at the end of each chapter; chapters on culture-level studies, personality and developmental issues, and a glossary of key terms.

We live in a world where CEOs give themselves million dollar bonuses even as their companies go bankrupt and ordinary workers are laid off; where athletes make millions while teachers struggle to survive; a world, in short, where rewards are often unfairly meted out. In *The Ajax Dilemma*, Paul Woodruff examines one of today's most pressing moral issues: how to distribute rewards and public recognition without damaging the social fabric. How should we honor those whose behavior and achievement is essential to our overall success? Is it fair or right to lavish rewards on the superstar at the expense of the hardworking rank-and-file? How do we distinguish an impartial fairness from what is truly just? Woodruff builds his answer to these questions around the ancient conflict between Ajax and Odysseus over the armor of the slain warrior Achilles. King Agamemnon arranges a speech contest to decide the issue. Ajax, the loyal workhorse, loses the contest, and the priceless armor, to Odysseus, the brilliantly deceptive strategist who will lead the Greeks to victory. Deeply insulted, Ajax goes on a rampage and commits suicide, and in his rage we see the resentment of every loyal worker who has been passed over in favor of those who are more gifted, or whose skills are more highly valued. How should we deal with the "Ajax dilemma"? Woodruff argues that while we can never create a perfect system for distributing just rewards, we can recognize the essential role that wisdom, compassion, moderation, and respect must play if we are to restore the basic sense of justice on which all communities depend. This short, thoughtful book, written with Woodruff's characteristic elegance, investigates some of the most bitterly divisive issues in American today.

Volume 26 of *Advances in Industrial and Labor Relations (AILR)* contains six new peer-reviewed papers highlighting key aspects of employment relations a variety of disciplinary perspectives.

Volume thirteen in *Current Topics in Management* is focused on global perspectives on strategy, behavior, and performance. Originally presented at the 2008 ICAM (International Conference on Advances in Management) conference, these contributions provide a substantial basis for such thematic developments. The series

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continues to resist pressures for specialized research on narrow topics within some temporary niche. It transcends narrow disciplines and national boundaries to provide management research with a universalistic flavor. There are thousands of books and hundreds of academic and practitioner journals and magazines about the general subject of management. Each has its own subculture and concerns. The thirteenth volume of Current Topics is devoted to expanding and integrating ideas, research, and experiences that cuts across these specialties. The editor recognizes that it is important to respect the natural interdependencies that constitute management, but doing so requires the field to rise above narrow specialization and niche research. For an outstanding vision of the frontiers of management research and emerging topics such as the sub-prime crisis and recession this volume is an excellent place to begin. Among other topics, the volume highlights the economic roots of management--the increase in visibility and perceived importance of accounting in the banking sector and how accounting is significant beyond its technical roles. It provides new insights into how management accounting practices, along with other organizational systems, play an important role in questioning, visualizing, analyzing, and measuring implemented strategies. It understands accounting's important influence on strategic decision-making, and its role in legitimating action. Cumulatively, these contributions integrate theory, research, and practice, while sharing ideas and insights from different national, cultural, and research traditions.

First Published in 2010. Routledge is an imprint of Taylor & Francis, an information company.

Relational models theory, first developed by Alan Page Fiske, an anthropologist, provides a framework for understanding the psychological bases of social behavior that has in recent years attracted the interest of a diverse and growing group of behavioral and social scientists. It proposes that human activities are structured in accordance with four fundamental models--communal sharing, authority ranking, equality matching, and market pricing--different permutations of which guide thought and behavior in every domain of social life in all cultures. Just as children are biologically programmed to learn language, so are they prepared to recognize the models, which enable human beings to plan and generate their own action; to understand, remember, and anticipate that of others; to coordinate collective action and institutions; and to make moral judgments. This book offers a critical introduction to contemporary relational models theory and illustrates the ways in which it has illuminated a wide range of interpersonal phenomena and stimulated research on individual psychology, collective behavior, and culture. Using methodologies that range from experimental to ethnographic, the authors--leading developmental, social and clinical psychologists, anthropologists, and specialists in organizational behavior and management--discuss the relational foundations of social cognition, the forms of action that create relationships in diverse cultures, perceptions of fairness and justice in families and organizations, emotions and values, moral outrage, interpersonal conflict, and emotional and personality disorders. Relational Models Theory lays out challenges to all who study interpersonal relationships and social processes in varying contexts, and points directions for future work.

The Oxford Handbook of Organizational Citizenship Behavior provides a broad and interdisciplinary review of state-of-the-art research on organizational citizenship

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behaviors (OCBs), and related constructs such as contextual performance, spontaneous organizational behavior, prosocial behavior, and proactive behavior in the workplace. Contributors address the conceptualization and measurement of OCBs; the antecedents, correlates, and consequences of these behaviors; and the methodological issues that are common when studying OCBs. In addition, this handbook pushes future scholarship in this and related areas by identifying substantive questions, methods, and issues for future research. The result is a single resource that will inform and inspire scholars, students, and practitioners of the origins of this construct, the current state of research on this topic, and potentially exciting avenues for future exploration. This handbook is designed to meet the needs of a broad spectrum of researchers and advanced undergraduate and graduate students in a variety of disciplines including management, organizational behavior, human resources management, and industrial and organizational psychology, as well as those interested in studying citizenship behavior in a variety of organizational contexts including marketing, nursing, engineering, sports, and education.

Management, Third Edition introduces students to the planning, organizing, leading, and controlling functions of management with an emphasis on how managers can cultivate an entrepreneurial mindset. The text includes 34 cases profiling a wide range of companies including Lululemon, Nintendo, Netflix, Trader Joe's, and the NBA. Authors Christopher P. Neck, Jeffrey D. Houghton, and Emma L. Murray use a variety of examples, applications, and insights from real-world managers to help students develop the knowledge, mindset, and skills they need to succeed in today's fast-paced, dynamic workplace. This title is accompanied by a complete teaching and learning package. Contact your SAGE representative to request a demo. Digital Option / Courseware SAGE Vantage is an intuitive digital platform that delivers this text's content and course materials in a learning experience that offers auto-graded assignments and interactive multimedia tools, all carefully designed to ignite student engagement and drive critical thinking. Built with you and your students in mind, it offers simple course set-up and enables students to better prepare for class. Learn more. Assignable Video with Assessment Assignable video (available with SAGE Vantage) is tied to learning objectives and curated exclusively for this text to bring concepts to life. Watch a sample video now. Assignable Self-Assessments Assignable self-assessments (available with SAGE Vantage) allow students to engage with the material in a more meaningful way that supports learning. LMS Cartridge Import this title's instructor resources into your school's learning management system (LMS) and save time. Don't use an LMS? You can still access all of the same online resources for this title via the password-protected Instructor Resource Site. Learn more.

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