

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

Dispute System Design walks readers through the art of successfully designing a system for preventing, managing, and resolving conflicts and legally-framed disputes. Drawing on decades of expertise as instructors and consultants, the authors show how dispute systems design can be used within all types of organizations, including business firms, nonprofit organizations, and international and transnational bodies. This book has two parts: the first teaches readers the foundations of Dispute System Design (DSD), describing bedrock concepts, and case chapters exploring DSD across a range of experiences, including public and community justice, conflict within and beyond organizations, international and comparative systems, and multi-jurisdictional and complex systems. This book is intended for anyone who is interested in the theory or practice of DSD, who uses or wants to understand mediation, arbitration, court trial, or other dispute resolution processes, or who designs or improves existing processes and systems.

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.

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.

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

`This is an insightful book... offers an in-depth understanding of the dynamics at work within organizations, but also offers ways forward for new researchers. [A]n original contribution to the area of occupational psychology. The book is appropriate for people who want to study organizational behaviour and occupational psychology. It is thought-provoking and practical' - Profbooks.com Reviews This Second Edition contains key themes with all new contributors and is a completely separate work from the first.

Emotion in Organization presents original work from leading scholars in the field, they engage with emotion as a qualitative phenomenon which shapes and is shaped by organizational life. Examining how emotion cannot be simply separated from thinking, judgment, decision-making and other so-called rational organizational processes, the book challenges us to build a passionate theory of organizations. The introduction reviews the expansion of organizational emotion studies and their appeal to several social-scientific disciplines. Divided into four parts, the book reveals through stories, interviews, confessions, ethnographies and observations the way feeling and emotion lie at the heart of organizational functioning.

Personnel Psychology (or Human Resource Management) examines individual differences and their consequences for the organization. Attention is paid to choice processes, abilities and capabilities, needs and need fulfilment, commitment, selection

methods, career development, appraisal and training. The focus of personnel psychology is the satisfactory relationship between the employee and the organization, and takes in all the elements influencing this relationship ranging from the traditional area of personnel selection to recent considerations, such as conflict between client demands and government regulations, restriction of output, job evaluation practices, and industrial unrest.

On social justice and human resource management

Challenges Facing the Employment Relationship in Future Organizations addresses the issues of change within employee relationships resulting from the impact of factors such as: * international competitive pressures * technological change * changing individual expectations and behaviours The new employment contract is analysed from inside and outside organizations and the issues are addressed from both a human resource management and work psychology perspective. This book: * Reviews the phenomenon of globalization, outlining the current impacts on the employment relationship and summarizing the assumed impacts on future work * Looks at the employment relationship from a labour market perspective and reviews the evidence on an increasing individualization of the employment relationship * Reviews work by psychologists on the changing psychological contract * Provides an overview of new forms of work organization, drawing attention to research on virtual organization and implications of e-enablement * Outlines the challenges to the employment relation on a global scale

Perspectives from organizational theory, social psychology, sociology and economics are brought together in this volume to provide a broad coverage of trust, including the psychological and social antecedents of trust.

At the 1998 annual conference of the Society for Industrial and Organizational Psychology, we organized a roundtable discussion session titled "Innovating organizational justice: Cultural, value, and stakeholders' perspectives." We were impressed by the high level of discussion that this session generated and decided to try to continue the discussion in a conference devoted to these issues. In the summer of 1999, approximately 20 scholars from seven nations met for two days in Nice, France. The theme of the "International Roundtable" on organizational justice was "Innovating research on organizational justice." The format of the meeting allowed for extensive discussion of each of the papers that were presented. A strong feeling that emerged from this meeting was that organizational justice research has much to contribute to our understanding of people at work. Further, our current research on organizational justice and the application of justice to managerial issues has in some ways been limited by the confines of our academic journals. The papers presented and discussed at the Nice roundtable clearly extended scholarly thinking in new and exciting directions. We invited a subset of the authors who presented their research at this meeting to submit their papers for review for the first volume of our newly developed series Research in Social Issues in Management. All papers were reviewed independently by organizational justice scholars.

Organizational Behavior concisely covers the essential theories and concepts students need to understand about behavior in organizational settings in the twenty-first century. Readers interested in management will find insight into their own behavior and the behavior of others to help them perform effectively in organizations. Champoux has carefully selected the topics and built them into frameworks useful for explaining, analyzing, and diagnosing organizational processes. Covering both micro and macro perspectives on organizational behavior, the book includes new topics on leadership styles, generational differences, and technology in the workplace as well as plenty of examples to help students understand the application of various concepts and theories. Upper-level students of organizational behavior will find the book a useful explanation of managerial and organizational situations. A companion website, featuring instructor manual, test bank, and PowerPoint slides, provides additional support for students and instructors.

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.

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 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.

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.

Explains how to determine if policies are unfair and discusses executive compensation, comparable worth, and the management of dissent. New ways of managing conflict are increasingly important features of work and employment in organizations. In the book the world's leading scholars in the field examine a range of innovative alternative dispute resolution (ADR) practices, drawing on international research and scholarship and covering both case studies of major exemplars and developments in countries in different parts of the global economy. Developments in the management of individual and collective conflict at work are addressed, as are innovations in both unionized and non-union organizations and in the private and public sectors. New practices for managing conflict in organizations are set in the context of trends in workplace conflict and perspectives on how conflict should be understood and addressed. Part 1 examines the changing context of conflict management by addressing the main frameworks for understanding conflict management, the trend in conflict at work, developments in employment rights, and the influence of HRM on conflict management. Part 2 covers the main approaches to conflict management in organizations, addressing both conventional and alternative approaches to conflict resolution. Conventional grievance handling and third-party processes in conflict resolution are examined as well as the main ADR practices, including conflict management in non-union firms, the role of the organizational ombudsman, mediation, interest-based bargaining, line and supervisory management, and the concept of conflict management systems. Part 3 presents case studies of exemplars and innovators in the field, covering mediation in the US postal service, interest-based bargaining at Kaiser-Permanente, 'med-arb' in the New Zealand Police, and judicial mediation in UK employment tribunals. Part 4 covers international developments in conflict management in Germany, Japan, The United States, Australia, New Zealand, the United Kingdom and China. This Handbook gives a comprehensive overview of this growing field, which has seen an huge increase in programmes of study in university business and law schools and in executive education programmes.

Optimal development of contemporary businesses is dependent on a number of factors. By creating novel frameworks for organizational behavior, effective competitive advantage can be achieved. The Handbook of Research on Organizational Culture and Diversity in the Modern Workforce is a comprehensive reference source for the latest scholarly content on components and impacts on effecting culturally diverse workplace environments. Highlighting a range of pertinent topics such as emotional intelligence, human resources, and work-life balance, this publication is ideally designed for managers, professionals, researchers, students, and academics interested in emerging perspectives on organizational development.

This volume contains a further selection of the best papers presented at the Seventh Emonet conference (Montreal, Canada, August 2010), following on from Volume 7 and is augmented with invited chapters by leading scholars in the field. It focuses on the experience, dynamics and regulation of emotion and the emotionally intelligent organization.

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 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.

Book covers a broader range of topics than other books in this area. Notably, extensive coverage of the neurobiology of anger in context of psychology and sociology is unique. Book provides broad, integrative coverage while avoiding unnecessary duplication. Contributors have read each others' chapters and there is extensive cross-referencing from chapter to chapter. Book contains a guide to content and organization of chapters and topics, along with interpolated commentary at the end of each section.

This eighth volume in the Research in Social Issues in Management series explores a variety of social relations to expand our thinking about organizational justice, which is fundamentally based on relationships between organizational authorities and the employees of the organizations. These relationships also emphasize the roles of various actors and suggest fairness perspectives other than that of subordinates' perceptions of the treatment received from their superiors. The 10 chapters of the volume are divided into two major sections plus a conclusion. The first section presents five chapters that bring new theoretical perspectives to bear on justice considerations. Topics treated throughout this section include conflicting perspectives on justice, psychological distance, greed, and punishment. The second section places emphasis on leaders' or managers' perspectives of justice, going back to some of the initial proactive roots of justice rather than on what has become the more traditional focus, that of subordinate perceptions or reactive justice. In the contributions comprising this section, leaders' personalities, their motives, and their position as both superiors of some employees and subordinates of their own superiors are examined to provide new perspectives on the leadership role in justice matters. The concluding chapter, by Brockner and Carter, comments on the collection of chapters and proposes extensions and alternative perspectives for consideration. This commentary chapter suggests that the volume surfs a fifth wave in the history of justice research as these chapters all examine justice as a dependent variable influenced by numerous factors.

The second volume in the SAGE Handbook of Industrial, Organizational and Work Psychology looks in detail at how teams and individuals function and perform. It covers motivation and organizational socialisation as well as the latest research into diversity and organizational culture in the workplace. There are also sections on social networks and how job loss and the experience of unemployment can affect individuals and wider groups within organizations. Part One: Lenses Part Two: Social and Political Order Part Three: Legacies Part Four: Problems and Problematics

Volume three of a four volume set. This second edition has been extensively rewritten and should be of interest to both practitioners and students of organizational psychology.

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.

The new edition of Organizational Behavior includes a rich array of exercises, cases, and applied materials such as the Kouzes and Posner Leadership Practices Inventory and Pfeiffer Annual Edition exercises available in the OB Skills Workbook. It also focuses more on the hot topic of ethics throughout the entire book to ensure it is contemporary and engaging. The text also introduces two brand new key features "Finding the Leader in You" and "Taking it Online". "Finding the Leader in You", discusses leading in the workplace in a personal and applied way. The goal is to make the material more relevant and applicable to today's readers. The "Taking it Online" feature will take the reader from the book to an online case, activity, self-assessment, or video clip of the leader they are reading about.

Human resource management is a particularly challenging role, both domestically and globally. This challenge can be viewed either as an opportunity or as a threat. As an opportunity, the principles and practices of total quality presented in this book can help human resource professionals or anyone who manages people, transform institutionalized mediocrity into organizational excellence. The focus of this book is on managing the difference TQ makes in human resources. Whereas the traditional nature and scope of responsibility for most human resource professionals has been that of staff support geared to administrative compliance, the total quality approach offered here reveals the keys to developing and sustaining commitment to world-class performance. These keys include strategic input and continual improvement of the human resource system to enhance internal and external customer satisfaction both now and in the future. The full meaning of these new TQ role demands is explored in light of the driving forces reshaping the HR environment into the 21st Century. In addition, this book offers practitioner assessment instruments, practical TQ tools, and specific implementation steps to take in order to make the TQ difference in managing human resources domestically and globally.

This book provides a unique account of how perceived justice is influenced by various aspects of an organizational merger and investigates the impact on behavior for those involved in the process. Drawing from both psychological and sociological insights, the author considers justice from an individual and group perspective in light of the political and strategic implications of mergers and acquisitions. Experiences from two empirical cases are used to consider the depth of theoretical analysis provided, in terms of practical outcomes for both organizations and employees alike. In this pioneering new book, the author explores communication, employee attitudes, trust and commitment, and the psychological contract between the employee and the organization, emphasizing the importance of developing a new meaning of organizational culture. Although primarily aimed at an academic audience, this book will also be useful to practitioners as it illuminates the potential pitfalls of overlooking the importance of fair treatment in the workplace.

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.

The Journal of School Leadership is broadening the conversation about schools and leadership and is currently accepting manuscripts. We welcome manuscripts based on cutting-edge research from a wide variety of theoretical perspectives and methodological orientations. The editorial team is particularly interested in working with international authors, authors from traditionally marginalized populations, and in work that is relevant to practitioners around the world. Growing numbers of educators and professors look to the six bimonthly issues to: deal with problems directly related to contemporary school leadership practice teach courses on school leadership and policy use as a quality reference in writing articles about school leadership and improvement.

Organizational Justice The Search for Fairness in the Workplace Free Press

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This volume in Research in Social Issues in Management expands our understanding of organizational justice and applies justice theories to develop models of ethical behavior in organizations. At a time of global economic recession and frequent business and accounting scandals, many people are questioning the ethics of business leaders. Whether these challenges are actual or perceived, models grounded in organizational justice theories provide powerful insights and suggest new ways of looking at leadership ethics. By examining what it means to be just and examining relationships between justice and ethicality, the chapters in this volume have provided conceptual models for understanding ethical challenges facing organizations. The chapters are organized around two related themes. The first theme is expanding models of organizational justice. After 30 years of research, a natural question is whether we have reached the useful limits in developing theories of organizational justice. The clear answer you will see after reading these chapters is no, as each chapter pushes our thinking in new directions. The second theme is applying organizational justice theories to develop models of ethical and unethical behavior in organizations. The models address topics of greed, dehumanization, and moral contracts.

Insidious Workplace Behavior (IWB) refers to low-level, pervasive acts of deviance directed at individual or organizational targets. Because of its inherently stealthy nature, scientists have paid little attention to IWB, allowing us to know very little about it. With this book, that now is changing. The present volume - the first to showcase this topic - presents original essays by top organizational scientists who share the most current thinking about IWB. Contributors examine, for example, the many forms that IWB takes, focusing on its antecedents, consequences, and moderators. They also highlight ways that organizational leaders can manage and constrain IWB so as to attenuate its adverse effects. And to promote both theory and practice in IWB, contributors also discuss the special problems associated with researching IWB and

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strategies for overcoming them. Aimed at students, scholars, and practitioners in the organizational sciences - especially industrial-organizational psychology, organizational behavior, and human resource management - this seminal volume promises to inspire research and practice for years to come.

Fairness in the workplace is a key element to the successful management and development of an organization. By evaluating the treatment of employees within educational settings, as well as examining their reaction to fair and effective leadership practices, an institution gains a competitive edge within the global academic landscape. The Handbook of Research on Organizational Justice and Culture in Higher Education Institutions examines employee perspectives and behavior within educational settings. Highlighting the application of organizational integrity practices being used to meet the demands of institutional employees within developing and developed economies, this publication is a vital reference source for academicians, professionals, researchers, and students interested in higher education business management and development.

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