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Research in Social Issues in Management

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Eden King, *Rice University*; Quinetta Roberson, *Villanova University*; Mikki Hebl, *Rice University*

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- Pushing our Understanding of Diversity in Organizations
- The Social Dynamics of Organizational Justice
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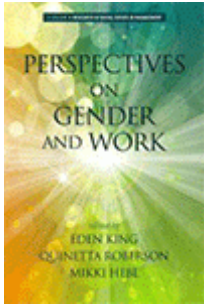
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Perspectives on Gender and Work

Eden King, Rice University; Quinetta Roberson, Michigan State University; Mikki Hebl, Rice University

2020. Paperback 978-1-64802-244-9 \$45.99. Hardcover 978-1-64802-245-6 \$85.99. eBook 978-1-64802-246-3 \$65.

Few time periods in the past five decades match the intensity of intergroup conflict that people around the world are currently experiencing. Polarized attitudes around various sociopolitical issues, such as gender equality and immigration, have dominated the media and our lives. Furthermore, these powerful social dynamics have also impacted the places where we work and intensified existing strains on workers and workplaces. To address these issues and improve organizational climates, more theories, research and collaborations to understand these phenomena are needed. The volumes in this series will describe and instigate scholarship that advances our understanding of diversity in organizations.

In recognition of the centennial anniversary of the ratification of the 19th Amendment to the U.S. Constitution, which granted American women the right to vote and the subsequent struggle for women of color to exercise it, this volume features the personal narratives of recognized scholars in the field who have advanced understanding of gender at work. In this way, we appreciate, and gain perspective on, the rewards and challenges of this essential scholarship and the lives of those who engage in it. The combination of these narratives is an exciting and meaningful exploration of the study of gender and its intersection with other marginalized social identities at work that authentically captures the experiences of scholars in the field and inventively pushes our understanding of diversity in organizations.

CONTENTS: Preface. When Demographics Disadvantage: Why I do Research on Gender in the Workplace (and Believe You Should Too), *Derek R. Avery*. Feminist Organization Studies: A Love Story, *Yvonne Benschop*. I Didn't Even Know I Was Sexually Harassed: One Scholar's Journey to Learning More About Why Sexual Harassment Occurs, *Mindy E. Bergman*. Men, Gender, and Second-Order Bias: A Reflection, *Martin N. Davidson*. Reluctantly Learning to Appreciate the Importance of Gender, *Nancy DiTomaso*. Confessions of an Accidental Tourist: My Journey as a Gender Researcher, *John F. Dovidio*. My Learning Journey: Seven Turning Points in My Life as a Gender-and-Race Scholar, *Robin J. Ely*. Understanding the Lived Experience of Women's Health and Well-Being at Work, *Allison S. Gabriel*. Take That Detour: Unexpected Influences on a Research Career, *Peter Glick*. Gender at the Work-Family Interface: A Collaborative Journey, *Jeffrey H. Greenhaus and Gary N. Powell*. Marching Forward, *Mikki Hebl*. My Gender Research Journey, *Madeline E. Heilman*. Identity, Diversity, and Inclusion: My Personal and Academic Path, *Sonia K. Kang*. Motivating and Enabling Gender Balance, *Zoe Kinias*. Reflections on the Study of Gender and Diversity: An Appeal for Objectivity Over Ideology, *Lisa M. Leslie*. How Do You Solve a Problem Like Maria? My Journey as a "Pracademic", *Isabel Metz*. Researching and Writing What Matters Most, *Stella M. Nkomo*. Gender Demographics and Organizations: An Ongoing (and Possibly Unending) Research Agenda, *Pam Tolbert*. About the Editors.



Pushing our Understanding of Diversity in Organizations

Eden King, Rice University; Quinetta Roberson, Villanova University; Mikki Hebl, Rice University

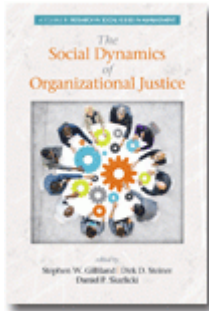
2020. Paperback 978-1-64113-942-7 \$45.99. Hardcover 978-1-64113-943-4 \$85.99. eBook 978-1-64113-944-1 \$65.

Few time periods in the past five decades match the intensity of intergroup conflict that people around the world are currently experiencing. Polarized attitudes around various sociopolitical issues, such as gender equality and immigration, have dominated the media and our lives. Furthermore, these powerful social dynamics have also impacted the places where we work and intensified existing strains on workers and workplaces. To address these issues and improve organizational climates, more theories, research and collaborations to understand these phenomena are needed. The volumes in this series will describe and instigate scholarship that advances our understanding of diversity in organizations.

This volume features renowned scholars who are unabashedly pushing the field by raising the questions that need to be asked, by working on topics that have received far too little research attention, and by holding researchers, practitioners, managers, organizations, and readers to task for doing what needs to be done to maximize social justice and egalitarian behaviors in the workplace. The chapters provoke the status quo in society and in scholarship, and in so doing, push our

understanding of diversity in organizations.

CONTENTS: Preface. *Michelle Hebl, Quinetta Roberson, and Eden King.* The Perils of Ignoring Demographic Differences in Micro Organizational Research, *Derek R. Avery and Sabrina D. Volpone.* Are Women Better Suited Than Men to Lead in Diverse Settings? A Look at Nations, Organizations, and Teams, *Negin R. Toosi, Susan E. Perkins, Jae Cho, and Katherine W. Phillips.* Reproductive Issues in Production Spaces: Managing Menstruation, Perimenopause, and Infertility Treatments in the Workplace, *Mindy E. Bergman, Rose L. Siuta, Sin-Ning C. Liu, and Briana G. Capuchino.* Understanding Intersectional Analyses, *Rifat Kamasak, Mustafa F. Ozbilgin and Meltem Yavuz.* Identity Management Strategies of LGB Workers Who Are Racioethnic Minorities, *Raymond N. C. Trau and Brent J. Lyons.* Organizational Identity Group Relations in the Trump Era: An Asymmetric Model of Diversity and Inclusion Norm Violations, *Alison M. Konrad.* Progress in Affirmative Action: How Backlash is Holding Us Back, *Andrew Lam and Eddy Ng.* Managing Diversity and Inclusion Through Managerial Interpersonal Skills, *Shaun Pichler.* About the Authors.



The Social Dynamics of Organizational Justice

Stephen W. Gilliland, University of Arizona; Dirk D. Steiner, Universite de Nice-Sophia Antipolis; Daniel P. Skarlicki, The University of British Columbia

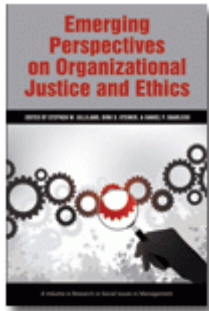
2015. Paperback 9781623968601 \$45.99. Hardcover 9781623968618 \$85.99. eBook 9781623968625 \$65.

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.

CONTENTS: Preface. **Part I: Linking Organizational Justice to Alternative Theoretical Perspectives.** The Justice Tug-of-War: A Dyadic Approach to Conflicting Perceptions of Fairness, *David B. Whiteside and Laurie J. Barclay.* Using the Concept of Distance to Broaden the Horizons of Organizational Justice, *Sana Rizvi and D. Ramona Bobocel.* A Multiple Mediator Model of Trickle-Down Effects, *David X. H. Wo and Maureen L. Ambrose.* Justice, Relative Deprivation, and Blame: Disentangling Constructs to Understand Cognitive and Emotional Reactions to Greed, *Stephen Gilliland and Jennifer Anderson.* The Punitive Power Holder: Social Judgeability Increases the Severity of Punishment, *Jan-Willem van Prooijen.* **Part II: Organizational Justice From Leaders' and Managers' Perspectives.** Maintaining Justice: The Effect of Managerial Personality and Trait Activation on Procedural, Interpersonal, and Informational Fairness, *Sheli D. Sillito Walker.* Fair Leadership: A Proactive Approach to Organizational Justice, *Danielle Jouglard and Dirk D. Steiner.* Supervisors' Struggle for Fair Resource Allocation, *Riel Vermunt.* The Social Dynamics of Justice: How Ex Ante and Ex Post Justice Interplay With Formal and Informal Elements of Management Control Systems, *Natàlia Cugueró-Escofet and Josep Maria Rosanas Martí.* **Part III: Commentary and Perspectives.** Toward the Fifth Wave: Justice as a Dependent Variable, *Joel Brockner and Ashli Carter.* About the Editors. About the Contributors.



Emerging Perspectives on Organizational Justice and Ethics

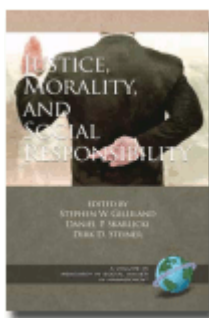
Stephen W. Gilliland, University of Arizona; Dirk D. Steiner, Universite de Nice-Sophia Antipolis; Daniel P. Skarlicki, The University of British Columbia

2011. Paperback 978-1-61735-581-3 \$45.99. Hardcover 978-1-61735-582-0 \$85.99. eBook 9781617355837 \$65.

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.

CONTENTS: Preface, *Stephen W. Gilliland, Dirk D. Steiner, and Daniel Skarlicki*. **PART I: EXPANDING MODELS OF ORGANIZATIONAL JUSTICE.** Justice in Organizations: A Person-Centric Perspective, *Jing Guo, Deborah Rupp, Howard Weiss, and John Trougakos*. The Role of Memory in Judgments of Organizational Justice, *Irina Cojuharenco, Jan-Willem van Prooijen, and David Patient*. Moving Beyond (In)Justice Perceptions: Examining the Roles of Experience and Intensity, *Laurie J. Barclay and David B. Whiteside*. Opening a New Conversation in Organizational Justice: A Conceptual Model of Offender Reintegration in Organizations, *Jerry Goodstein, Karl Aquino, and Daniel Skarlicki*. Organizational Justice and Multiple Levels of Social Capital, *Keith James, Damon Drown, and Gabriela Burlacu*. **PART II: APPLYING JUSTICE TO DEVELOP MODELS OF ETHICAL BEHAVIOR.** Perceptions of Greed: A Distributive Injustice Model, *Stephen W. Gilliland and Jennifer S. Anderson*. Organizational De/Humanization, Deindividuation, Anomie, and In/Justice, *Chris M. Bell and Careen Khoury*. Moral Contracts, *Rebecca L. Greenbaum, Robert Folger, and Robert C. Ford*. The Experience-Focused Model of Ethical Action: A Conceptual Foundation for Ethics and Organizational Justice Research, *J. Brooke Hamilton, III and Stephen B. Knouse*. **PART III: COMMENTARY.** Five Things I Know for Sure About Organizational Justice (and Many More Things I Am not so Sure About), *Carol T. Kulik*. About the Contributors.



Justice, Morality, and Social Responsibility

Stephen W. Gilliland, University of Arizona; Dirk D. Steiner, Universite de Nice-Sophia Antipolis; Daniel P. Skarlicki, The University of British Columbia

2008. Paperback 978-1-59311-823-5 \$45.99. Hardcover 978-1-59311-824-2 \$85.99. eBook 9781607528975 \$65.

This volume of Research in Social Issues in Management critically examines theoretical underpinnings of organizational justice and corporate social responsibility by identifying motives underlying desires for justice and by considering responses to injustice. The first set of chapters explores issues of morality, emotions, and social exchange relationships. These can be seen as engines that drive reactions to organizational justice. The second set of chapters addresses injustice and recovery, the social systems surrounding justice, and the application of justice principles to organizations' environmental and sustainability practices. A commentary chapter highlights ten themes that cross this interesting collection of paper on Justice, Morality, and Social Responsibility.

CONTENTS: Preface, *Daniel P. Skarlicki, Dirk D. Steiner, and Stephen W. Gilliland*. Is Morality Always an Organizational Good?: A Review of Current Conceptions of Morality in Organizational and Social Justice Theory and Research, *Linda J. Skitka and Christopher W. Bauman*. The Evolutionary Bases of Deontic Justice, *Robert Folger and Daniel P. Skarlicki*. Social Exchange Theory and Organizational Justice: Job Performance, Citizenship Behaviors, Multiple Foci, and a Historical

Integration of Two Literatures, *Russell Cropanzano and Deborah E. Rupp*. Justice, Trustworthiness, and Trust: A Narrative Review of Their Connections, *Jason A. Colquitt and Jessica B. Mueller*. The Robin Hood Effect: Antecedents and Consequences of Managers Using Invisible Remedies to Correct Workplace Injustice, *Thierry Nadisic*. Shifting Perspectives: Helping Victims Recover from Organizational Justice Violations, *Laurie J. Barclay and Daniel P. Skarlicki*. Examining Justice from a Social Network Perspective, *Debra L. Shapiro, Dan Brass, and Joe Labianca*. "Rude," "Uncivil," or "Disrespectful" Treatment in the Workplace: What's in a Name? *Debra L. Shapiro, Michelle K. Duffy, Tae-Yeol Kim, Emily R. Lean, and Anne O'Leary-Kelly*. Organizational Environmental Justice with a Navajo (Diné) Nation Case Example, *Keith James, David Hall, Margaret Hiza Redsteer, and Robert Doppelt*. Peeling the Justice Onion: Ten Essential Questions, *Stephen Gilliland*. About the Contributors.



Managing Social and Ethical Issues in Organizations

Daniel P. Skarlicki, The University of British Columbia; Dirk D. Steiner, Universite de Nice-Sophia Antipolis; Stephen W. Gilliland, University of Arizona

2007. Paperback 978-1-59311-555-5 \$45.99. Hardcover 978-1-59311-556-2 \$85.99. eBook 9781607527053 \$65.

This volume provides up-to-date reviews of the research on a number of social and ethical issues of increasing concern confronting today's managers and organizations. The authors, who are recognized international experts on the topics they treat, provide new theories and innovative perspectives on these issues. Further, they use a research base to identify ways for managers and human resources professionals to address these issues in their organizations. Given its breadth of coverage, practitioners faced with these issues, as well as researchers and graduate students in management and organizational psychology, should find this volume of interest. This collection of ten chapters provides the cutting edge on a number of the most pressing challenges in management today. Readers of the volume will discover new models, innovative theoretical approaches, comprehensive reviews, theoretical and methodological critiques, and specific and insightful suggestions for research on these different social and ethical issues facing organizations. Perhaps more importantly, the practical suggestions that come from the research provide a useful bridge between what we know and what we can do to address these challenges, and thus contribute, even in a small way, to workplaces that respect ethics and individuals in all their diversity.

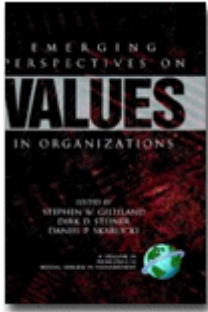


What Motivates Fairness in Organizations?

Kees van den Bos, Utrecht University, the Netherlands; Daniel P. Skarlicki, The University of British Columbia; Dirk D. Steiner, Universite de Nice-Sophia Antipolis; Stephen W. Gilliland, University of Arizona

2005. Paperback 1-59311-438-9 978-1-59311-438-1 \$45.99. Hardcover 1-59311-439-7 978-1-59311-439-8 \$85.99. eBook 9781607527756 \$65.

CONTENTS: Preface. *Kees van den Bos, Stephen W. Gilliland, Dirk D. Steiner, and Daniel P. Skarlicki*. **Part I: Developing Theories of Fairness Motivation.** Wanting is Believing: Understanding Psychological Processes in Organizational Justice by Examining Perceptions of Fairness. *Steven L. Blader and D. Ramona Bobocel*. The Battle Between Self-Interest and Fairness: Evidence from Ultimatum, Dictator, and Delta Games. *Eric van Dijk and Ann Tenbrunsel*. Images of Justice: Development of Justice Integration Theory. *Stephen W. Gilliland and Layne Paddock*. Interpersonal and Informational Justice: Identifying the Differential Antecedents of Interactional Justice Behaviors. *Suzanne S. Masterson, Zinta S. Byrne, and Hua Mao*. **Part II: Applying Theories to Managerial Decisions.** An Accessible Identity Approach to Understanding Fairness in Organizational Settings. *Linda J. Skitka and Jesus Bravo*. Self-Regulatory Identity Theory and Reactions Toward Fairness Enhancing Organizational Policies. *Karl Aquino, Americus Reed II, Marcus M. Stewart, and Debra L. Shapiro*. Why Managers Don't Always do the Right Thing When Delivering Bad News: The Roles of Empathy, Self-esteem, and Moral Development in Interactional Fairness. *David L. Patient and Daniel P. Skarlicki*. Corporate Champions: Coming to the Defense of Organizations. *Carol T. Kulik*. **Part III: Commentary.** Some Observations and Critical Thoughts About the Present State of Justice Theory and Research. *Gerold Mikula*. Information on Contributing Authors.

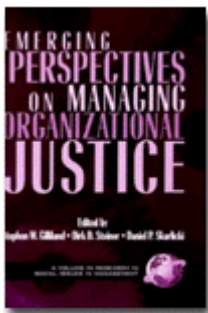


Emerging Perspectives on Values in Organizations

Daniel P. Skarlicki, The University of British Columbia; Dirk D. Steiner, Universite de Nice-Sophia Antipolis; Stephen W. Gilliland, University of Arizona

2003. Paperback 1-59311-064-2 978-1-59311-064-2 \$45.99. Hardcover 1-59311-065-0 978-1-59311-065-9 \$85.99. eBook 9781607527732 \$65.

The chapters in this volume offer new and innovative ways to view values related to fairness, as well as work-related values, their antecedents and consequences. All have been peer reviewed prior to their publication. This volume consists of two parts. The first part focuses on value-based theories in organizations. The papers in this section address issues such as how to define, classify and study values; how values influence fairness by influencing what people believe what they deserve; how one's own identity relates to fairness perceptions, and how values and norms affect the way that people perceive or construe events.



Emerging Perspectives on Managing Organizational Justice

Daniel P. Skarlicki, The University of British Columbia; Dirk D. Steiner, Universite de Nice-Sophia Antipolis; Stephen W. Gilliland, University of Arizona

2002. Paperback 1-931576-36-X 978-1-931576-36-9 \$45.99. Hardcover 1-931576-37-8 978-1-931576-37-6 \$85.99. eBook 9781607528593 \$65.

CONTENTS: Preface, *Dirk D. Steiner, Daniel P. Skarlicki, and Stephen W. Gilliland*. **Part I: Interdisciplinary Perspectives on Organizational Justice.** Economic and Non-Economic Mechanisms in Interpersonal Work Relationships: Toward an Integration of Agency and Procedural Justice Theories, *M. Audrey Korsgaard and Harry J. Sapienza*. The Religious Underpinnings of Social Justice Conceptions, *Dianna L. Stone and Eugene F. Stone-Romero*. Patients and Physicians as Stakeholders: Justice in the Medical Context, *Carol T. Kulik and Robert L. Holbrook, Jr.* A Social Information Processing View of Organizational Justice, *Barry M. Goldman and Sherry M. B. Thatcher*. **Part II: Expanding the Domain of Unfairness.** A Third-Party Observer's Reactions to Employee Mistreatment: Motivational and Cognitive Processes in Deservingness Assessments, *John H. Ellard and Daniel P. Skarlicki*. Employee Stress, Injustice and the Dual-Position of the Boss, *Riel Vermunt*. Distribution of Tasks: A View from the Social Psychology of Justice, *Gerold Mikula*. "Hot Flashes, Open Wounds": Injustice and the Tyranny of Its Emotions, *Robert J. Bies and Thomas M. Tripp*. **Part III: Commentary.** Some Reflections on the Morality of Organizational Justice, *Russell Cropanzano and Deborah E. Rupp*. Information on Contributing Authors.



Theoretical and Cultural Perspectives on Organizational Justice

Daniel P. Skarlicki, The University of British Columbia; Dirk D. Steiner, Universite de Nice-Sophia Antipolis; Stephen W. Gilliland, University of Arizona

2001. Paperback 1-930608-09-8 978-1-930608-09-2 \$45.99. Hardcover 1-930608-08-X 978-1-930608-08-5 \$85.99. eBook 9781607525417 \$65.

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.



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