



Book Series

Research in Social Issues in Management

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Eden B. King, *Rice University*; Quinetta M. Roberson, *Michigan State University*; Mikki R. Hebl, *Rice University*

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- Perspectives on Race in Organizations
- The Future of Scholarship on Diversity and Inclusion in Organizations
- The Future of Scholarship on Race in Organizations
- Perspectives on Gender and Work
- Pushing our Understanding of Diversity in Organizations
- The Social Dynamics of Organizational Justice
- Emerging Perspectives on Organizational Justice and Ethics
- Justice, Morality, and Social Responsibility
- Managing Social and Ethical Issues in Organizations
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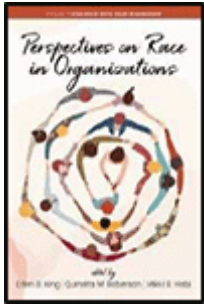
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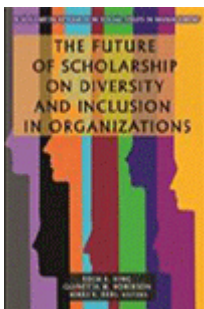
Perspectives on Race in Organizations

Eden B. King, Rice University; Quinetta M. Roberson, Michigan State University; Mikki R. Hebl, Rice University

2023. Paperback 979-8-88730-323-9 \$52.99. Hardcover 979-8-88730-324-6 \$94.99. eBook 979-8-88730-325-3 \$85.

The current volume, the fifth in the series, focuses on race and racism in organizations. Seventeen experts and trailblazers for building a science around race at work respond to prompts that align with the volume's goal of building understanding and kindling new directions. These giants on whose shoulders new scholarship stands describe their paths to this area of work and the products of which they are most proud before sharing advice and inspiration for scholars and research in the future. Together, these reflections represent poignant examples of why scholarship on race continues to be of critical importance to management science.

CONTENTS: Preface, *Eden King, Mikki Hebl, and Quinetta Roberson*. Reflections of a Formerly Apologetic Race Researcher, *Derek R. Avery*. To Inform, Educate, and Change the World: Reflections and Recommendations, *Myrtle P. Bell*. Race as a Resource for Connection and Insight: Why Research on Race Makes Organizational Behavior Better, *Martin N. Davidson*. Understanding Differences: Demography, Dissimilarity, Distance, and Dispersion as Diversity, *David A. Harrison*. Making the Case for Mesearch: Legitimizing Race/Ethnicity Research, *Oscar Holmes IV*. The Rewarding Nature of Studying Race/Ethnicity, *Juan Madera*. Not All White Supremacists Wear Robes and Hoods, *Eddy S. Ng*. Personal Reflections on the Study of Race and Ethnicity, *Tina Opie*. Research in Social Issues in Management: Embracing Race as an Inspirational Calling, *Orlando C. Richard*. From Dollars to Sense: My Personal Business Case for Studying Race and Ethnicity, *Quinetta Roberson*. Diary of a Mad Black Woman: A Journey in Self-Reflection, Social Justice, and Race Research, *Enrica N. Ruggs*. Accidents and Inspirations, *Ann Marie Ryan*. Betwixt and Between: My Journey to Date in Examining Issues of Race and Ethnicity, *Winny Shen*. Studying Diversity With Purpose and Community, *Kecia M. Thomas*. From Cuba to Texas: My Path to Becoming a Scholar, *María del Carmen Triana*. Intersectional Investigations: A Noteworthy Foundation for Race/Ethnicity Scholarship, *Sabrina D. Volpone*. On Being an Outsider/Within: A Personal Narrative About Intersectional Reflexivity in Life and Research, *Alexis Smith (Washington)*. About the Editors. About the Contributors.



The Future of Scholarship on Diversity and Inclusion in Organizations

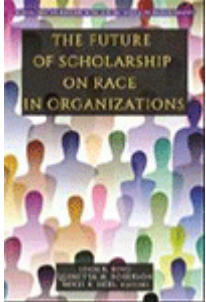
Eden B. King, Rice University; Quinetta M. Roberson, Michigan State University; Mikki R. Hebl, Rice University

2023. Paperback 978-1-64802-824-3 \$52.99. Hardcover 978-1-64802-825-0 \$94.99. eBook 978-1-64802-826-7 \$85.

The current volume, the fourth in the series, provides a broad look at the meaning and understanding of diversity and inclusion in organizations. The contributors to this book look toward the future of D&I in organizations and the scholarship of these phenomena. This future focus references not only the content of the chapters-- which we hoped would offer new ideas, emphases, theories, and predictions-- but also to the contributors, emerging scholars who are the future of the field. Indeed, the chapters in this volume offer new perspectives on diversity in organizations, problematize existing perceptions and practices, and offer potential directions for change. Together, the questions and ideas offered these chapters generate a path forward for a thoughtful and nuanced view of D&I in future organizational science. In spite and because of their critiques of the status quo, the scholars and scholarship highlighted here provide hope for positive change.

CONTENTS: Preface, *Quinetta M. Roberson, Eden B. King, and Mikki R. Hebl*. The Business and Employee Cases for Inclusion: Implications for Organizations, *Lyangela J. Gutierrez and Samantha J. Kellar*. Board Diversity: Why We Need It and How We Get It, *Charlena S. Aumiller*. Representative Bureaucracy and Identity Salience: Insights From Social Identity Theory and Self-Categorization Theory, *Amani Edwards*. What We (Don't) Talk About When We Talk About Diversity: Interrogating the Subtext of Diversity, Equity, and Inclusion Initiatives, *Naomi M. Fa-Kaji and Anna L. Yan*. Empowering Differences: Disentangling the Effect of Power Inequalities in the Theory and Practice of Inclusion in Organizations, *Alexandria Webber, Pratibha Deepak, and Gouri Mohan*. Diversity in the Digital Age: Cybervetting, Doxxing, and Employment Discrimination, *Arturia Melson-Silimon, Rebecca Harmata, Rose LeFevre-Levy, Tara S. Behrend, and Nathan T. Carter*. Masculinity Contest Cultures and Inclusive Cultures: Insights From an Agent-Based Model of Organizational

Socialization and Promotion, *John Meluso, James Bagrow, Laurent Hébert-Dufresne, and Rob Razzante*. But I'm Not Diverse: Exploring the Contexts and Consequences of Calling Individual People (Versus Groups of People) Diverse, *Linda T. Nguyen and N. Derek Brown*. What About Pregnancy Loss: An Examination of Wellness in the Workplace, *Bhindai Mahabir, Joel Hernandez, and Ho Kwan Cheung*. Leadership in Times of Crisis: Emergence of Feminine Leadership Over Masculine and Androgynous Leadership Styles, *Devalina Nag and David F. Arena Jr.* Reimagining Leadership: Breaking the Box of Leadership Theorizing and Methods, *Miriam S. Yates, Ree Jordan, and Terrance W. Fitzsimmons*. Diversity as an Evaluative Tool: The Composition of Multidisciplinary Theories to Achieve Organizational Equity and Inclusion, *Gino J. Howard, Sydney N. Green, Horatio D. Traylor, Hannah Perkins Stark, and Rachel Williamson Smith*. Utilizing Virtual Reality for Diversity Training May Increase Training Transfer, *Lauren A. Collier-Spruel and Jo M. Alanis*. Deliberate Inclusion: Considering Underrepresented Perspectives in Psychology, *Vivian L. Xiao*. About the Authors.



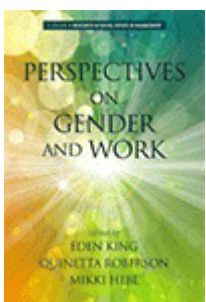
The Future of Scholarship on Race in Organizations

Eden B. King, Rice University; Quinetta M. Roberson, Michigan State University; Mikki R. Hebl, Rice University

2022. Paperback 978-1-64802-841-0 \$52.99. Hardcover 978-1-64802-842-7 \$94.99. eBook 978-1-64802-843-4 \$85.

Since the term “workforce diversity” was first coined in the 1990s, the topic has received consistent and increasing attention by researchers. Over the last 30 years, a body of theory and research has amassed which recognizes diversity as an important work unit characteristic and explored its influence on organizational functioning and performance. Despite these advancements, the field is at a critical juncture where new ideas, emphases, theories, predictions and approaches are needed to propel our understanding of the meaning, import and functioning of diversity in organizations. Accordingly, this volume looks to the future of diversity work, both with regard to the content of the chapters and to the contributors. We endeavored to give a voice to emerging scholars who are the future of our field and can help to set a future research agenda to push our understanding of diversity in organizations. The scholars raise new and provocative questions about race in organizations that deliberate on the state of our science, our understanding of complex experiences of race, and a more nuanced view of race in terms of intersectionalities. Overall, each of these chapters provokes the status quo and, in so doing, offers a fresh perspective on the study of diversity in general and race and racism more specifically. We believe the end result is a more comprehensive exploration of the phenomenon and the development of an exciting future research agenda.

CONTENTS: Preface, *Quinetta M. Roberson, Eden B. King, and Mikki R. Hebl*. Examining the Racialized Consequences of Objectivity in Management Scholarship, *Brittany Torrez, Cydney H. Dupree, and Michael W. Kraus*. Broadening the Context: Addressing Systemic Oppression in Organizational Research, *Catherine Warren, Ngoc S. Duong, Nicholas P. Salter, and Anmol Sachdeva*. What Doesn't Kill You, Makes You Stronger: Applying a Strength-Based Approach to Black Employees' Workplace Experience, *Richard V. Burgess and Kalan R. Norris*. Let's Talk About #BLM: The Role of Value Congruence on Supervisor-Subordinate Relationship, *Lori Ramirez and Sarah Singletary Walker*. Transforming Racial Microaggressions into Leader Identity Development Through Self-Narratives, *Amber Kea-Edwards and Rebecca J. Reichard*. The Impact of Mega-Threats and Political Ideology on Black Employees, *Sydney N. Green, Gino J. Howard, Hannah Perkins Stark, Horatio D. Traylor, and Rachel Williamson Smith*. Black Lives Matter: True Commitment or Tokenism? *Emily Moore and Anju Philip*. Just Getting Started: An Organizational and Management Scholar's Perspective on the Challenges Faced by Black Female Founders, *Shana M. Yearwood*. The Authenticity Paradox: A Double Consciousness Perspective of Race, Gender, and Authenticity at Work for Black Women, *Karoline M. Summerville and Enrica N. Ruggs*. Double Jeopardy or Intersectional Invisibility? Reconciling (Seemingly) Opposing Perspectives, *James T. Carter and Rebecca Ponce de Leon*. Racial and Gender Diversity in Artificial Intelligence Programming and its Impact on End User Experiences: A Conceptual Model, *MaQueba Massey and Quinetta M. Roberson*. About the Authors.



Perspectives on Gender and Work

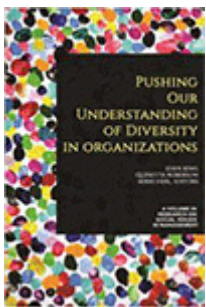
Eden B. King, Rice University; Quinetta M. Roberson, Michigan State University; Mikki R. Hebl, Rice University

2020. Paperback 978-1-64802-244-9 \$52.99. Hardcover 978-1-64802-245-6 \$94.99. eBook 978-1-64802-246-3 \$85.

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 B. King, Rice University; Quinetta Roberson, Villanova University; Mikki R. Hebl, Rice University

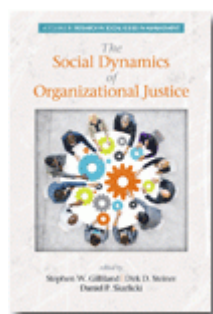
2020. Paperback 978-1-64113-942-7 \$52.99. Hardcover 978-1-64113-943-4 \$94.99. eBook 978-1-64113-944-1 \$85.

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 \$52.99. Hardcover 9781623968618 \$94.99. eBook 9781623968625 \$85.

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

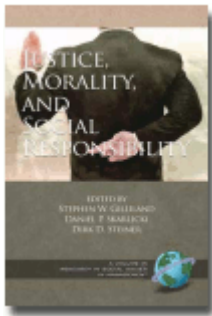
2011. Paperback 978-1-61735-581-3 \$52.99. Hardcover 978-1-61735-582-0 \$94.99. eBook 9781617355837 \$85.

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 \$52.99. Hardcover 978-1-59311-824-2 \$94.99. eBook 9781607528975 \$85.

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 \$52.99. Hardcover 978-1-59311-556-2 \$94.99. eBook 9781607527053 \$85.

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.

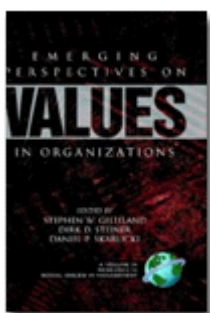


What Motivates Fairness in Organizations?

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 \$52.99. Hardcover 1-59311-439-7 978-1-59311-439-8 \$94.99. eBook 9781607527756 \$85.

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.



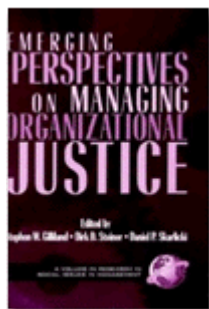
Emerging Perspectives on Values in Organizations

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 \$52.99. Hardcover 1-59311-065-0 978-1-59311-065-9 \$94.99. eBook 9781607527732 \$85.

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.

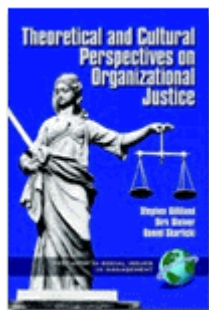


Emerging Perspectives on Managing Organizational Justice

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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

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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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