

# EMERGING PERSPECTIVES ON MANAGING ORGANIZATIONAL JUSTICE

Edited by

Stephen W. Gilliland • Dirk D. Steiner • Daniel P. Skarlicki

A VOLUME IN RESEARCH IN  
SOCIAL ISSUES IN MANAGEMENT



# Emerging Perspectives On Managing Organizational Justice

**Carolina Moliner, Russell  
Cropanzano, Vicente Martínez-Tur**

## **Emerging Perspectives On Managing Organizational Justice Emerging Perspectives On Managing Organizational Justice:**

Emerging Perspectives on Managing Organizational Justice Stephen W. Gilliland, Dirk D. Steiner, Daniel P. Skarlicki, 2002-09-01 *Emerging Perspectives on Organizational Justice and Ethics* Stephen W. Gilliland, Dirk D. Steiner, Daniel P. Skarlicki, 2011-09-01 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

*Handbook of Organizational Justice* Jerald Greenberg, Jason A. Colquitt, 2013-05-13 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      **Organizational Justice** Carolina Moliner, Russell Cropanzano, Vicente Martínez-Tur, 2017-03-13 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      **The Oxford Handbook of Justice in the Workplace** Russell Cropanzano, Maureen L. Ambrose, 2015 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      *The Social Dynamics of Organizational Justice* Stephen W. Gilliland, Dirk D. Steiner, Daniel P. Skarlicki, 2015-02-01 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      *Pushing our Understanding of Diversity in Organizations* Eden B. King, Quinetta Roberson, Mikki R. Hebl, 2020-02-01 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      **Organizational Justice** Carolina Moliner, Russell Cropanzano, Vicente Martínez-Tur, 2017-03-13 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      Handbook of Organizational Justice Jerald Greenberg, Jason A. Colquitt, 2013-05-13 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 Future of Post-human Organization* Peter Baofu, 2009 The aim of this book is to provide an alternative way to understand the nature of organizations in special relation to communication decision making and leadership

*The Bibliographic Index*, 2005

*Advances in the Psychology of Justice and Affect* David De Cremer, 2007-07-25 This book explores the link between affect and justice addressing the lack of clear theoretical perspectives It presents diverse viewpoints on integrating these fields and future directions Divided into three parts it examines justice and affect morality and workplace dynamics

*Emerging Perspectives on Values in Organizations* Stephen W. Gilliland, Dirk D. Steiner, Daniel P. Skarlicki, 2003-07-01 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

*American Book Publishing Record*, 2005

**Envy** Richard H. Smith, 2008 For centuries scholars have argued that envy is the source of much aggressive behavior as well as the root cause of much unhappiness but it is only recently that there have been attempts to examine the emotion from an empirical perspective This book is the first of its kind to offer a comprehensive summary of current theoretical and empirical work on envy provided by scholars from a range of disciplines The first section of the book focuses on the rich theological philosophical and evolutionary foundations of scholarly thinking on envy The second section covers the social psychological work on envy and includes chapters on social comparison processes definitional challenges the link between envy and schadenfreude intergroup envy and fear of envy The third section covers research on envy from organizational psychology

experimental economics marketing neuroscience and anthropology The fourth section focuses on the implications of understanding envy for physical and mental health with chapters on psychoanalytic conceptions of envy health psychology and the challenges of coping with envy A final chapter consists of reflective comments on all the chapters and brings together recurring themes and makes suggestions for future research on envy *Beyond Ethics to Post-Ethics* Peter Baofu, 2011-01-27 This book presents a new theory of ethics that challenges traditional views on morality and immorality It explores the nature of ethics by drawing on various approaches in literature offering a fresh perspective on how to understand morality without favoring any single ideology *Christology and Science* F. LeRon Shults, 2008 The dialogue between theology and science has blossomed in recent decades but particular beliefs about Jesus Christ have not often been brought to the forefront of this interdisciplinary discussion even in explicitly Christian contexts This book breaks new ground by explicitly bringing the specific themes of Christology into dialogue with contemporary science It engages recent developments in late modern philosophy of science in order to articulate the Christian beliefs about Jesus Christ in a way that responds to challenges and opportunities that have arisen in light of various scientific discoveries The main chapters deal with Incarnation Atonement and Parousia After a brief treatment of the history of the shaping of these ideas the author traces developments in some of the sciences that have challenged these formulations evolutionary biology cultural anthropology and physical cosmology Each chapter also summarises some of the popular constructive responses to these developments After clarifying the way in which the Christian understanding of God and of humanity shape the task of reforming Christology each chapter concludes with a programmatic outline of ways in which we might articulate the identity agency and presence of Jesus Christ in dialogue with late modern science and culture **The British National Bibliography** Arthur James Wells, 2003 *The SAGE Handbook of Organizational Behavior* Julian Barling, Stewart Clegg, Cary L Cooper, 2008-08-11 This handbook focuses on core micro organizational behaviour issues providing students and scholars with an insightful and wide reaching survey of the state of the field *Organizational Justice during Strategic Change* Marcos Komodromos, Daphne Halkias, 2016-03-09 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



The book delves into Emerging Perspectives On Managing Organizational Justice. Emerging Perspectives On Managing Organizational Justice is an essential topic that needs to be grasped by everyone, from students and scholars to the general public. This book will furnish comprehensive and in-depth insights into Emerging Perspectives On Managing Organizational Justice, encompassing both the fundamentals and more intricate discussions.

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  - Chapter 4: Emerging Perspectives On Managing Organizational Justice in Specific Contexts
  - Chapter 5: Conclusion
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3. In chapter 2, this book will delve into the foundational concepts of Emerging Perspectives On Managing Organizational Justice. This chapter will elucidate the essential principles that need to be understood to grasp Emerging Perspectives On Managing Organizational Justice in its entirety.
4. In chapter 3, this book will examine the practical applications of Emerging Perspectives On Managing Organizational Justice in daily life. This chapter will showcase real-world examples of how Emerging Perspectives On Managing Organizational Justice

can be effectively utilized in everyday scenarios.

5. In chapter 4, this book will scrutinize the relevance of Emerging Perspectives On Managing Organizational Justice Emerging Perspectives On Managing Organizational Justice in specific contexts. The fourth chapter will explore how Emerging Perspectives On Managing Organizational Justice Emerging Perspectives On Managing Organizational Justice is applied in specialized fields, such as education, business, and technology.
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This book is crafted in an easy-to-understand language and is complemented by engaging illustrations. This book is highly recommended for anyone seeking to gain a comprehensive understanding of Emerging Perspectives On Managing Organizational Justice Emerging Perspectives On Managing Organizational Justice.

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