

5th Annual River Cities I-O Psychology Conference



October 24, 2009
The University of Tennessee at Chattanooga

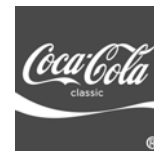
Our Speakers

- Rebecca Elliott, PhD – UTC
- Kathleen Feugen, PhD – Northern Kentucky University
- C. Douglas Johnson, PhD – Georgia Gwinnett College
- Jason Luna, M.S. – Vikus
- Rodney A. McCloy, PhD - HumRRO
- Paul Muchinsky – UNC Greensboro
- Billy Mullins, M.S. – Vikus
- Christa Washington, PhD – St. Augustine's College, Raleigh, NC
- Bart Weathington, PhD – UTC

Thanks to...

- Student volunteers
- RCIO committee
- Cheryl Faulkner – UTC Conference Planning Guru

and our Goody Bag Sponsors....



Creating and Sustaining a "Just" Work Environment

Brian J. O'Leary, PhD
The University of Tennessee
at Chattanooga

My Justice Journey...

- Started at Western Electric in 1982
- Personal experiences of injustice
- Perceptions of prejudice and discrimination in the workplace
- Retired in 1996 from Lucent and headed to Tulane to learn about "diversity management"
- Focused on effects of diversity on team performance
- Felt my research was too narrowly focused:
 - What is the goal of diversity interventions?

Justice....

Justice Perceptions Permeate I-O

- Recruiting
- Selection
- Promotion and Demotion
- Dismissal
- Evaluation
- Training
- Teams
- Compensation
- Occupational Health

Justice Perceptions Impact...

- Job Satisfaction (McFarlin & Sweeney, 1992)
- Organizational Commitment (Allen & Meyer, 1990)
- OCBs (Organ, 1990)
- Withdrawal behaviors (Dailey & Kirk, 1992)
- Theft & retaliatory behaviors (Greenberg, 1990)
- Stress & strain (Judge & Colquitt, 2004)
- Work-family conflict (Tepper, 2000)
- Performance (Masterson et al., 2000)

Types of Justice

- Distributive
- Procedural
- Interactional
 - Informational
 - Interpersonal
- Overall Justice (Ambrose & Schminke, 2009)

Considerations for Practice

- Justice perceptions are subjective
 - If you build it will they know?
- Psychological contract – employee expectations
- Trust
- Differences in equity sensitivity (Huseman, et al. 1987)
 - Benevolent, Sensitive, Entitled
- Compliance
- The “Golden Rule”

Relevant Law

- Title VII of the Civil Rights Act of 1964
 - Race, Color, Sex, Religion, National Origin
- Age Discrimination in Employment Act of 1967
 - Protected if over 40
- Americans with Disabilities Act of 1990
 - “Reasonable accommodation”
- Executive Order 11246

Affirmative Action

- Executive Order 11246, Subpart B, Section 202
- (1) The contractor will not discriminate against *any* employee or applicant for employment because of race, color, religion, sex, or national origin. The contractor will take **affirmative action** to ensure that applicants are employed, and that employees are treated during employment, **without regard** to their race, color, religion, sex or national origin.

Psychological Contract

- A set of mutual obligations and implicit promises, as perceived by the employee (Rousseau, 1990)
- Perceptions of what the employee owes and what the organization owes them
- Literature conceptualizes the contract in terms of promises, obligations and **expectations** (Conway & Briner, 2005)

Trust

- "The willingness of a party to be vulnerable to the actions of another party based on the expectation that the other will perform a particular action important to the trustor irrespective of the ability to monitor or control that other party" (Mayer, Davis & Schoorman, 1995).
- "Trust is a psychological state comprising the intention to accept vulnerability based upon positive expectations of the intentions or behavior of another" (Rousseau, Sitkin, Burt & Camerer, 1998).
- Initial trust in organizations is based on "institutional cues that enable one person to trust another without firsthand knowledge" (McKnight, Cummings & Chervany, 1998).

Creating and Sustaining Justice

- Systemic approach to cultural change
 - Organizational Development
- Compliance with *intent* of relevant laws
- Inclusiveness
- Individualized consideration
- Transparency

RCIO Overview

- 7:30 AM Registration Opens**
 • UTC 1-0 Students, UC Information Booth, Main Floor
- 8:30 - 9:00 AM Welcome Session - Keynote Address**
 • Dr. Brian J. O'Leary: Creating and Sustaining a "Just" Work Environment, UC Auditorium, Main Floor
- 9:10 - 10:00 AM Session One**
 • Dr. C. Douglas Johnson: Envisioning a Post-Racial Workplace, Lookout Mountain Room, Main Floor
 • Dr. Rebecca Elliott: Examining the Relationship between Personality Traits and Unethical Decisions Resulting in Economic Crime, Raccoon Mountain Room, Main Floor
- 10:10 - 10:50 AM Poster Session**
 • Chattanooga Room, Main Floor
- 11:00 - 11:50 AM Session Two**
 • Dr. Christa E. Washington: Women's Perceptions of Barriers that Prevent Advancement Opportunities in the Workplace, Lookout Mountain Room, Main Floor
 • Billy Mullins & Jason Luria: The Future of Getting a Job, Raccoon Mountain Room, Main Floor
 • Dr. Bart L. Weathington: The Psychology of Money, Signal Mountain Room, Upper Floor
- 12:00 - 1:20 PM Lunch**
 • Chattanooga Room, Main Floor
- 1:10 - 2:00 PM Conversation Hour**
 • Dr. Paul Muchinsky, Chattanooga Room, Main Floor
- 2:10 - 3:00 PM Session Three**
 • Dr. Kathleen Fugsten: When Performance Begins to Slip: How Bias Affects Termination Decisions, Lookout Mountain Room, Main Floor
 • Dr. Rodney A. McCoy: Applied Personnel Research in a Non-Profit R&D Organization, Raccoon Mountain Room, Main Floor
- 3:10 - 4:00 PM Wrap-Up Session**
 • Panel of all presenters, Raccoon Mountain Room, Main Floor