

ILLUSIONS of OPPORTUNITY

Sonia Ospina



EMPLOYEE EXPECTATIONS AND
WORKPLACE INEQUALITY

Illusions Of Opportunity Employee Expectations And Workplace Inequality

DJ Losen



Illusions Of Opportunity Employee Expectations And Workplace Inequality:

Illusions of Opportunity Sonia M. Ospina, 2019-01-24 Employees expect organizations to offer an equitable distribution of rewards in promotion compensation and job challenge to those who work hard According to Sonia Ospina the realities of the workplace confound that expectation since organizational practices of labelling and ranking individuals create inequality For this reason Ospina suggests that an appreciation of how employees experience and resolve the contradiction between expectation and reality is prerequisite to understanding work attitudes in contemporary organizations *Illusions of Opportunity* documents the pervasiveness of this contradiction by focusing on three groups of workers within a large public organization in a major city Exploring individual and collective attempts to make sense of reward distribution Ospina found that each group endorsed a different definition of merit The definitions represented an attempt on the part of each group to justify the claims of its own members to being organizational citizen who deserved recognition Drawing on the research traditions of organizational stratification the social psychology of justice and organizational behavior Ospina operates within a conceptual framework that links objective opportunity structures to employees subjective perceptions of justice Through this merger of the structural and the subjective she provides new insights into the social basis of work attitudes

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Public Productivity Handbook Marc Holzer, Seok-Hwan Lee, 2019-02-13 Anyone hoping to improve teamwork performance and budgeting training and evaluation programs in their organization should look no further Completely revised *Public Productivity Handbook* Second Edition defines the role of leadership dimensions of employee commitment and multiple employee organization based relationships for effective internal and external connections It s coverage of new and systematic management approaches and well defined measurement systems provides guidance on correct utilization of human resources

that ensure improvements in productivity and performance The authors discuss such topics as citizen driven government and performance public sector values and productivity privatization and productivity barriers in the public sector Managing Diversity In Public Sector Workforces Norma M. Riccucci,2021-06-28 Public and private sector workforces in the U S look very different today than they did even 25 years ago The changes are having a significant effect on how organizations manage their workforces The old styles of managing heterogeneous workforces are proving to be ineffectual and so management strategies aimed at embracing diversity and inclusion are essential These strategies can have positive implications for worker satisfaction morale and ultimately the delivery of public services to the American people Managing Diversity in Public Sector Workforces Second Edition examines demographic changes to the U S labor force and workplace and the ways in which government employers are managing the diverse populations that now fill public sector jobs Addressing specific management strategies and initiatives relied on by public sector employers as well as the implications of effectively managing variegated workforces for the overall governance of American society this book demonstrates the importance of ensuring that programs to promote inclusiveness and diversity that appear on paper are carried through to practice through implementation The book begins with a review of equal employment opportunity and affirmative action and the extent to which EEO and AA are still relied upon in the workplace It then examines law and other public policy issues surrounding EEO AA and diversity management The remainder of the book focuses on the core of managing diversity in the public sector exploring the initiatives strategies and programs that government employers either do or might rely on to ensure that the demographic mosaic embodied by their workforces is prepared to meet the needs and interests of the American citizenry of the 21st century Data are provided on the demographics of the federal state and local government workforces Separate chapters address each of the following aspects of diversity race ethnicity gender LGBTQ employment physical ability and the intersection of these constructs Managing Diversity in Public Sector Workforces Second Edition will be of interest to students of public administration and public personnel management and it is essential reading for all those involved in managing public organizations *Managing Diversity In Public Sector Workforces* Norma Riccucci,2018-03-08 Addresses increased diversity in government work forces and management strategies appropriate for managing diversity Today public employers are poised to create productive work forces that are represented of the global population As we enter the twenty first century Americas workforce looks markedly different than it ever has before Compared with even twenty years ago more white women people of color disabled persons new and recent immigrants gays and lesbians and intergenerational mixes now work in America The way in which government employers embrace this opportunity of diversity will clearly distinguish effective and efficient organizations from those which are unproductive and unable to meet the demands and necessities of the American people in the new century This book addresses the demographic changes to the labor force and workplace and the ways in which government employers are managing the imminently diverse populations

that now fill public sector jobs It addresses the specific management strategies and initiatives relied upon by public sector employers as well as the implications of effectively managing variegated workforces for the overall governance of American society

The SAGE Handbook of Human Resource Management Adrian Wilkinson, Nicolas Bacon, Tom Redman, Scott Snell, 2012-07-10 The SAGE Handbook of Human Resource Management brings together contributions from leading international scholars in an influential collection that combines both global and interdisciplinary perspectives An indispensable resource for advanced students and researchers in the field the handbook focuses on familiarising the reader with the fundamentals of applied human resource management whilst contextualizing practice within wider theoretical considerations Internationally minded chapters combine a critical overview with discussion of key debates and research as well as comprehensively dealing with important emerging interests The interdisciplinary and wide ranging potential of the practising field is reflected through contributions from a diverse range of disciplines including psychology politics and sociology

Research in Social Stratification and Mobility Kevin T Leicht, 2005-06-04 Research in Social Stratification and Mobility continues its tradition of publishing the best and most innovative research on the changing landscape of social inequality the world over This issue focuses on different dimensions of social closure and their relationship to social inequality processes including the changing role that education plays in sorting people into favorable and unfavorable labor market positions across a global diversity of cultural settings This issue also examines the fluid boundaries of race and ethnicity in contentious political settings relationships between attitudes and collective action and the role that technology and political context plays in promoting economic development and well being These topics and the research methodologies they represent display the vitality of social science research dealing with social stratification and the wide array of methods contexts and policies that directly affect the life chances of most of the world's peoples This issue also marks a continuation of the ties developed between RSSM and the Social Stratification and Mobility section of the International Sociological Association RC 28 This collaboration promises to promote and disseminate social inequality research throughout the world through an established network of distinguished international contributors and commentators

Managing Diversity in the Civil Service Undesa - Iias, 2001 Those who wish to read other papers and follow the debate between the participants can visit the DPEPA website

Outsourcing and Service Work in the New Economy José-Luis Álvarez-Galván, 2012-03-15 This book examines the impact of outsourcing on workers and their employment conditions in the new economy To do so the call centre industry in Mexico City is analysed through a large number of in depth interviews with workers and managers available statistics and visits to leading firms in the sector The case of call centres is paradigmatic as it is often seen as a flag ship industry of the new economy rapidly growing and subject to high pressures for costs reduction The Mexican experience is crucially relevant to understand employment conditions in a weak institutional setting where labour protection is low and business competition intense Overall outsourcing has gained popularity as a mechanism to deal

with the uncertainty of increasingly challenging business environments Nonetheless the practice of outsourcing also raises important concerns This book identifies those managerial practices which have a substantial impact on workers and their employment conditions such as job designs customer segmentation non standard contracts intensified supervision union avoidance limited career opportunities and strict social divisions in the workplace These findings also suggest that a number of practices that were common in the old economy are still dominant in the organisation of work in the twenty first century The book is a useful reference for scholars and students concerned with employment and labour studies economic development and globalisation

Monthly Labor Review, 1996 Publishes in depth articles on labor subjects current labor statistics information about current labor contracts and book reviews

Displaying Competence in Organizations K. Pelsmaekers, C. Rollo, T. Van Hout, P. Heynderickx, Tom Van Hout, 2011-05-26 Competence encompasses or overlaps with notions of efficiency success accountability excellence and self justification This collection explores ways in which individuals teams or groups in organizations discursively present themselves as competent to perform tasks or functions possibly at a superior level

Doing Engineering Joyce Tang, 1999 The first to systematically compare Caucasians African Americans and Asian Americans in engineering this study of the career attainment and mobility of engineers in the United States tells how these three groups fare in the American engineering labor market and what they can look forward to in the future The numbers of black and Asian engineers recently have grown at a much faster rate than the number of Caucasian engineers With a projected steady increase in engineering jobs and demographic shifts this trend should continue Yet recent writings on the engineering profession have said little about career mobility beyond graduation This book identifies and explores key issues determining whether minorities in the US will attain occupational equality with their Caucasian counterparts Highlighting implications for theory policy making and the future of the profession *Doing Engineering* offers important insights into labor race and ethnicity that will be of interest to anyone studying stratification in a wide range of professional occupations

Structure and Agency in Everyday Life Gil Richard Musolf, 2003 *Structure and Agency in Everyday Life* outlines the major concepts of interactionism through its leading theoreticians from William James to Erving Goffman to contemporary writers The text underscores the dynamic relationship between the structures or social forces of constraint and humans ability to act self reflexively and constitute meaning in their lives through everyday action The major foci of interactionism emotions deviance childhood socialization gender the negotiated order and the self are covered in depth The text presents a history of the interactionist perspective

Teaching Leadership Barbara C. Crosby, 2016-07-15 *Teaching Leadership* provides guidance for leadership educators in a variety of organizational and community contexts and across academic disciplines An experienced leadership educator Crosby promotes an inclusive vision of leadership that recognizes the inherent leadership potential in everyone Featuring interviews with 25 respected leadership educators *Teaching Leadership* complicates and enriches the leader follower dichotomy to advance a holistic and practice oriented model of

leadership education Using the metaphor of heart head and hands Crosby shows how authentic leadership is an embodied practice based equally in emotional intellectual and experiential learning Political and Civic Leadership Richard A. Couto, 2010-09-14 This work within The SAGE Reference Series on Leadership provides undergraduate students with an authoritative reference resource on political and civic leadership This 2 volume set focuses on the 100 most important topics issues question and debates specific to politics and civic society Entries provide students with more detailed information and depth of discussion than typically found in an encyclopedia entry while avoiding much of the jargon detail and density one might find in a journal article or a research handbook chapter Key Features Includes entries written by a global panel of renowned experts Offers broad coverage of important of the moment topics related to political and civic leadership including explorations of the personalities and environments of political leaders leadership roles in governance and allegiance citizen activists and civic engagement political campaigning urban politics and leadership public management ethics in politics policy development and implementation executive management of public opinion political speechmaking and the bully pulpit congressional leadership crisis management and more Considers the history of political and civic leadership with examples from the lives of pivotal figures as well as the institutional settings and processes that lead to both opportunities and constraints unique to the political realm Provides students with more depth than usual encyclopedic entries while avoiding the jargon detail and density of more advanced works Features an approachable and clear writing style with appeal to undergraduate researchers and offers a list of further readings after each entry as well as a detailed index and an online version of the work to maximize accessibility for today s students Careers in Japan Mami Taniguchi, 2006 Annotation Ten years ago we were publishing much about the economic successes in Japan their management and HR practices During the recent economic downturn in Japan we have heard much less This is a real opportunity to learn what Japanese organizations have been doing to respond to the problems Some of the papers are real case studies and are based in the automotive hotel and retail sectors The authors are based at respected universities in Japan Work and Life Integration Ellen Ernst Kossek, Susan J. Lambert, 2004-12-13 Work family researchers have had much success in encouraging both organizations and individuals to recognize the importance of achieving greater balance in life Work and Life Integration addresses the intersect between work life and family in new and interesting ways It discusses current challenges in dealing with work life integration issues and sets the stage for future research agendas The book enlightens the research community and informs the public debates on how workplaces can be made more family sensitive by providing contributions from psychologists sociologists and economists who have not shied away from asserting the policy implications of their findings This text appeals to both practitioners and academics interested in seeking ways to create meaningful lives Industrial & Labor Relations Review, 1996 **Encyclopedia of Public Administration and Public Policy - 5 Volume Set** Domonic A. Bearfield, Evan Berman, Melvin J. Dubnick, 2020-08-14 Now in its third edition Encyclopedia of Public Administration and Public Policy

remains the definitive source for article length presentations spanning the fields of public administration and public policy It includes entries for Budgeting Bureaucracy Conflict resolution Countries and regions Court administration Gender issues Health care Human resource management Law Local government Methods Organization Performance Policy areas Policy making process Procurement State government Theories This revamped five volume edition is a reconceptualization of the first edition by Jack Rabin It incorporates over 225 new entries and over 100 revisions including a range of contributions and updates from the renowned academic and practitioner leaders of today as well as the next generation of top scholars The entries address topics in clear and coherent language and include references to additional sources for further study

Contemporary Sociology American sociological association, 1997

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