

Organizations as Functioning Social Systems - A Review of Social Sustainability in Management and Organizational Research

Lisa Apelman
Raik Klawitter
Simone Wenzel



Department of Strategic Sustainable Development
Blekinge Institute of Technology
Karlskrona, Sweden
2014

Organizations as Functioning Social Systems – A Review of Social Sustainability in Management and Organisational Research

Lisa Apelman, Raik Klawitter, Simone Wenzel

Department of Strategic Sustainable Development
Blekinge Institute of Technology
Karlskrona, Sweden
2014

Thesis submitted for completion of Master of Strategic Leadership towards Sustainability,
Blekinge Institute of Technology, Karlskrona, Sweden.

Abstract:

One of the reasons, why it is difficult to implement the concept of social sustainability into organizations, is its inherent complexity and vagueness. The new Social Sustainability Principles (SSPs) within the Framework for Strategic Sustainable Development (FSSD) offer a clear definition of success for the social system. This study aims to put the new SSPs into an organizational context. It investigates how people-related issues within organizations, discussed in six organizational and management journals, published between 2009 and 2014, are related to the SSPs. One fourth of the 3305 reviewed articles were found to relate to social sustainability. Most of the articles focused on improving performance through aspects related to social sustainability. The articles mainly discussed aspects related to barriers to the SSPs as problems, solutions or positive aspects that could remove barriers to the SSPs. The results show that for organizational research to be able to support organizations moving towards social sustainability, there is a need for a clear definition of success as well as a frame that takes the whole social system into consideration. The FSSD and the SSPs could help to structure the diverse topics, put research problems in a bigger context and discern relevant problems and solutions.

Keywords:

Social Sustainability Principles, Framework for Strategic Sustainable development, Organization, Systems Approach, Human Resources

Statement of Contribution

Writing our thesis together can be best described by the metaphor of a little boat in the wide ocean. We started our journey together deciding, that we as a team bring in the best abilities to actually make this adventure paddling together in this small rowboat. Discovering very soon that we actually bring in three different, complementary views and background, we started the quest for the right direction. Merging Philosophy, Business and Health we realized that this is a perfect combination to reach our goal, which was in the direction of the island of socially sustainable organizations. At the same time, it was also challenging, since there was no map that showed the location of this island yet and our compass was changing directions constantly. Furthermore, the ocean around us was very rough and a few thunderstorms threatened our little boat. After our boat almost capsized, we decided on a new direction, which was a little island a lot closer that could be actually found in the literature. A new structure was set up that worked like a sail and the winds were in favour of us, allowing us to bring in our best within our boat going straight in the direction of our “Master” island.

Overall it can be said that we brought in our very best and our biggest learning during the thesis process was this successfully mastered team process in which we could learn to really discover and use the strengths of each individual, growing together as one team that had a lot of fun together, respected each other’s limits and was caring for one another. We managed to create a space together full of attention, focus, listening and understanding.

Within this space, each research team member contributed equally to all activities in this thesis research process. Additionally, we structured our tasks and responsibilities according to special talents and favours: Lisa contributed significantly with her background knowledge in social and health science to the content of the result section and together with Raik mastered our iterative methods challenges. Raik’s ability and passion for design and structure gave the report its beauty and his critical thinking helped to achieve robustness and clarity. Simone was particularly skilled at having the overview of the project management and insuring a high standard writing flow.

We are deeply grateful for the opportunity to learn and grow together, going together through these enormous challenges a thesis can bring with, through the waves and storms - never giving in – but sailing our boat successfully into the safe and richly deserved harbour.

Lisa Apelman

Raik Klawitter

Simone Wenzel

Acknowledgements

We would like to express our deep gratitude to all the people and circumstances that surrounded us, supported us, challenged us and made our thesis what it is today.

Specifically, we would like to acknowledge and thank following individuals and groups:

- Our advisors, Edith Callaghan and Elaine Daly, for your support and patience during our long search, critical and logical thinking, willingness and flexibility in finding new ways together with us and challenging us in order to make the thesis even more robust, clear and logical.
- Tracy Meisterheim, for being an angel in a moment, where it was necessary
- Our thesis cluster, for keeping our meetings regularly, helping each other out, when necessary and being of invaluable support with their commitment, feedback and presence
- The group of seven engaged SSP experts, for spending a fun hour with us brainstorming and therefore contributing to further developing the SSPs
- Merlina Missimer and Patricia Lagun Mesquita, for their time and passion sitting together with us developing our topic further
- Dr. Karl-Henrik Robért and Göran Broman, for their inspiration and engagement, and for making this course possible for so many future sustainability leaders
- Our family and friends in the background and far away, for their great ability to build us up and strengthen us when times got tough

And finally, the whole MSLS class, for going with us on this incredible journey, bringing so much joy, depth and passion and making a development possible, that goes far beyond the accomplishment of this thesis

Executive Summary

Introduction

The social tensions in the world are increasing. Since the financial crisis in 2008, a majority of countries are at risk for increased social unrest. Employment, income levels, as well as the quality of work seem to have a greater impact on social tension than economic growth (International Labour Organization 2013). Many employees refer to work as a significant source of stress (American Psychological Association 2009). Stress, depression and taxing work conditions have huge costs for organizations and society (Rosch 2001). A weakening of the social system goes hand in hand with a growing environmental degradation and undermine the capacities for people to meet their physical, emotional and social needs (Rogers et al. 2012). A sustainable society is a prerequisite for human beings to live together and to be able to meet their needs.

Sustainability has been on the global agenda for some decades. The Brundtland Report defined sustainable development as “development that meets the needs of the present without compromising the ability of future generations to meet their needs” (WCED 1987). Although the Brundtland Commission clearly emphasized the human dimension of sustainability, social sustainability in general received less attention (Boström 2012; Cuthill 2010; Faber et al. 2010; Vallance et al. 2011). Over the past ten years, there has been a growing interest in the concept of social sustainability with a number of different definitions and concepts (Vallance et al. 2011; Ehnert 2009). Nevertheless, there is still a relatively limited literature and a lack of clear practical and theoretical understanding (Boström 2012). It is difficult to navigate towards social sustainability without comprehending its complexity, interrelatedness, and systematic nature (Baumgartner and Korhonen 2010; Hjorth and Bagheri 2006; Hopwood et al. 2005).

The global socio-ecological system is a complex, interconnected set of smaller systems and organizations are one crucial sub-system. Organizations play a major role for a sustainable society because of their economic power, their influence on global governance, but also their crucial impact on their own workforce (Utting 2000, Fuchs 2007, Senge et al. 2008, Eurostat 2014b). However, organizations are facing a crisis with staff turn-over and work-related illnesses increasing, loyalty decline, stress levels rising (Ehnert 2009, Wilkinson 2005), as well as a growing demand for work to be more than just a pay check (Haigh and Hoffman 2012).

In recent years, notable efforts have been made to integrate social aspects of sustainability into organizations (Boström 2012; Vifell and Soneryd 2012; Ehnert 2009). However, no general definition of social sustainability in an organizational context exists and there seems to be a need for a better understanding, especially since key social sustainability aspects differ within a range of organizations (Bebbington and Dillard 2009; Weingaertner and Moberg 2014). One of the reasons, why it is difficult to implement the concept of social sustainability into organizations, is its inherent complexity and vagueness. When approaching the complex challenge of social sustainability, the whole system has to be taken into consideration (Baumgartner and Korhonen 2010; Hjorth and Bagheri 2006). In order to be successful, it is essential to integrate a sustainability approach across the organization, as well as into the corporate strategy itself (Crane et al. 2008; Porter and Kramer 2006).

To strategically implement sustainability, a clear vision of the desired outcome is necessary (Crane et al. 2008).

The Framework for Strategic Sustainable Development (FSSD) offers such strategic, systematic approach for planning in complex systems and a definition of success for sustainability, based on basic principles as ‘boundary conditions’ for a sustainable society (Ny et al. 2006; Robèrt et al. 2002; Broman et al. 2000). The first three sustainability principles are ecological principles, and the fourth addresses social sustainability. The ecological principles haven proven to be logically robust and operational (Missimer et al. 2010). However, researchers have found that this was not equally the case for the social side of the FSSD (Missimer et al. 2010). Based on a study of the social system, five new Social Sustainability Principles (SSPs) have been developed:

“In a sustainable society, [...] people are not subject to systematic barriers to

4. ... personal integrity
5. ... influence
6. ... competence
7. ... impartiality
8. ... meaning” (Missimer 2013: 34)

The new SSPs provide a clearer definition of success for a functioning social system, which allows the ability to develop a sustainability strategy based on a systems-approach. The theoretical concept now needs to be translated into what it actually means for organizations that strive towards social sustainability. Research plays an important role in advancing knowledge and supporting change and improvement in organizations (Wheeler 2009). Furthermore, the complexity of the sustainability challenge reveals the need for further scientific investigations and cross-disciplinary scientific approaches (UNCED 1993, Clark and Dickson 2003; Merkel 1998; Broman et al. 2014). Hence, it is important to explore the link between issues related to social sustainability and current organizational research as a first step, in order to introduce the Social Sustainability Principles to an organizational context. This study seeks to contribute to the development of the new Social Sustainability Principles by applying them to an organizational context. Therefore, this study investigates how internal people-related aspects of organizations discussed in the literature are related to the Social Sustainability Principles. The research aims to answer the following research question:

In what ways are issues related to the five Social Sustainability Principles considered in top-ranked organizational and management journals?

Methods

Since no previous research has been conducted relating the Social Sustainability Principles to an organizational context, this qualitative study was by necessity exploratory and iterative (Saunders et al. 2009). In order to answer the research question, a survey of the literature was conducted. The methods are subdivided into two main parts, article selection and data analysis.

Article Selection: After defining the scope of six top-ranked management and organizational journals published between 2009 and April 2014, the following criterion for the article selection was defined:

Content that relates to internal processes and aspects in organizations that affect people and that might be connected to social sustainability as defined by the five Social Sustainability Principles.

In total, 1279 articles out of 3305 reviewed articles were selected in the first selection round. In the second article selection round the scope for the article selection was further refined and 404 articles were excluded, leaving 875 articles for analysis within this study.

Data Analysis: Before analyzing the included articles with the SSPs, it was necessary to become a comprehensible overview of the issues discussed in the articles by categorizing the data. Throughout the categorization process, a list of 30 initial categories was created. After finishing the coding of the articles, the 30 initial categories were refined into 95 distinct subcategories. The next step consisted of a clustering of the 95 subcategories into nine primary categories, ensuring that those final primary categories, which are listed in the following, were distinct and non-overlapping:

1. Overarching organizational culture and values
2. Ethical considerations and justice in organizations
3. Equity and diversity in organizations
4. Change, hierarchies, influence, and the design of work
5. Knowledge, learning, communication, and feedback
6. Leadership and management
7. Well-being, stress, and work-life balance
8. Relationships, interaction, emotions, and identity
9. Teamwork and collaboration

The nine primary categories were further used to structure the analysis of the articles with the SSPs. To provide an overview of how the articles discuss issues related to the SSPs, representative examples were selected within each primary category based on:

- How directly they could be connected to one SSP
- How representative they were for the primary category

Results

The issues discussed in the reviewed articles were found to relate to the SSPs in four different ways. The articles could:

1. Discuss a concept directly related to the SSPs (one or several) explicitly
2. Discuss barriers to the SSPs (one or several) explicitly
3. Discuss barriers to the SSPs (one or several) without an explicit, direct connection
4. Discuss issues related to barriers for the SSPs (one or several) without an explicit, direct connection and with a different focus

The articles were mostly concerned with issues related to barriers for the SSPs as described in point 3 and 4. All reviewed articles connect to the SSPs in some way. In the following, some examples are highlighted to display different ways of how the articles relate to the SSPs.

Integrity

Atkins and Parker (2012) argue that caring social networks and compassion in organizations are important for the health and wellbeing of the employees. A systematic lack of compassion in an organization could be a barrier to integrity, since it affects physical and psychological health and wellbeing.

Influence

Huang et al. (2010) investigate whether participative leadership enhances work performance by inducing psychological empowerment or trust in the supervisor. The authors show that leadership based on respect, interest in employee's opinions, and experience and participation in decision making does induce psychological empowerment and trust in the supervisor. Hence, psychological empowerment is stronger connected to performance for managerial employees and trust in supervisor is stronger connected to performance for non-managerial employees. The article focuses more on the performance outcome of participative leadership than the organizational gain of enhanced influence. Nevertheless, participative leadership could be an opportunity to counteract barriers to influence within organizations since it allows a broad range of influence of employees on the leadership of an organization.

Competence

Goffee and Jones (2013) describe the result of their research on how organizations best can support people to do good work. The authors found six common points applicable to different kinds of organizations. One of the points is related to competence: "People want to do good work – to feel they matter in an organization that makes a difference. They want to work in a place that magnifies their strengths, not their weaknesses. For that they need some autonomy and structure, and the organization must be coherent, honest, and open" (Goffee and Jones 2013:106). An organization that does not support employees to use their strengths and excel at what they do, could pose barriers to competence within the organization.

Impartiality

Gray and Kish-Gephart (2013) discuss, how inequality is institutionalized within organizations through the enactment of social class. The authors explain how the use of stereotypes around low, middle, and upper classes are enforced and reproduced in organizations by individuals from all three classes through different mechanisms called 'class work'. Institutionalized social classes within organizations can be a barrier to impartiality since it provides vastly different opportunities and consequences for people within the organization based on their relative social ranking from social class stereotypes.

Meaning

Jones and Volpe (2011) research, in what ways social networks support organizational identification, especially when combined with organizational distinctiveness and prestige. "In essence, social networks generate meaning and identities that underpin identification processes." (Jones and Volpe 2011: 426). Identification is closely related to meaning, since identification narratives are part of the process of making sense of one self and one's environment. Therefore, organizational identification is a part of creating meaning of the organization as a social system. The size of an individual's network within the organization, in addition to perceptions of organizational distinctiveness, was argued to support identification with the organization.

Discussion and Conclusion

The aim of this study was to investigate in what ways issues related to the SSPs are considered in organizational research. One fourth of all articles in the reviewed journals related to social sustainability internally in organizations, even if none of the articles focused explicitly on social sustainability. Social issues, therefore, seem to be of importance to organizational and management research. All 875 analyzed articles could be connected to the SSPs in some way, mainly as they discussed issues that could be related to barriers or solutions - to remove barriers - to the SSPs. Additionally, most of the articles could be related to more than one, if not all of the SSPs (e.g. Goffee and Jones 2013).

The findings suggest that organizational research is interested in explaining and finding ways to improve the functioning of organizations as social systems, even if the articles do not refer explicitly to organizations as social systems. Nevertheless, the aim of creating functioning social systems in most of the articles was to increase performance of organizations or individuals within an organization through factors related to social sustainability (e.g., Carmeli and Gittell 2009; Jones and Volpe 2011; Khan et al. 2014). This seems to indicate that it is in the best self-interest of organizations to strive internally towards social sustainability.

The reviewed articles provide many different aspects organizations and managers could take into consideration in order to improve the functioning of the social system within organizations. However, an explicit focus on the whole organization as one social system that encompasses all parts and interactions was not visible. Furthermore, different kinds of organizations have vastly different preconditions, resources and characteristics. For organizational and management research to be able to support the diverse range of organizations moving towards internal social sustainability, there is a need for a clear definition of success, as well as a frame that takes the whole social system into consideration.

The FSSD and the SSPs provide such a frame to navigate the social issues discussed in organizational and management research towards social sustainability, for three reasons. Firstly, this study indicates that the SSPs could help to structure the diverse topics discussed in the journals related to social issues and find synergies and connections between related terms with a similar function within organizations. Secondly, using the definition of success for a functioning social system provided by the SSPs could help to place research problems and solutions in a bigger context, identifying both the root cause of problems as well as solutions that address them. Thirdly, the SSPs could guide the process of discerning which problems and solutions are relevant for a specific situation and organization.

Since organizations are social systems, social sustainability is an overarching concern that needs to be given attention in organizations and, therefore, also in organizational and management research. Social sustainability research could complement organizational research in supporting organizations in their strategic planning endeavours towards social sustainability using the Social Sustainability Principles as a clear definition of success for organizations as functioning social systems.

Glossary

Backcasting: A method for strategic planning from a desired future by envisioning the successful outcome and asking what needs to be done in order to move towards the envisioned future.

Backcasting from Sustainability Principles: A method of strategically planning towards a future vision based on boundary conditions by defining the desired outcome in alignment with the Sustainability Principles. The process includes a current reality assessment and ways to bridge the gap between them.

Barriers: Systematic obstacles that are violating the sustainability principles.

Biosphere: Spanning from the Earth's crust to the upper atmosphere it contains the self-regulating living space of living systems and the ecosystems.

Complex systems: A system is an entity of parts and the relationships between the parts. A complex system is a system where the relationships and interactions between the parts are not possible to predict beforehand. A small change in a part of the system can have big and unpredictable outcomes for the system and its parts.

Framework for Strategic Sustainable development (FSSD): A conceptual framework in five levels (System, Success, Strategy, Actions and Tools) for strategic planning, analysis and decision making towards sustainability, that defines sustainability through boundary conditions or principles for sustainability.

Human needs: Universal basic needs that are the same for all humans regardless of cultural, historical, political, and spatial determinants. These in-born requirements need to be satisfied in order for the individual to remain healthy – physically, emotionally and mentally.

Masters in Strategic Leadership towards Sustainability (MSLS): An international Masters programme at Blekinge Tekniska Högskola (BTH) in Karlskrona, Sweden. The curriculum includes the Framework for Strategic Sustainable Development including the new Social Sustainability Principles, as well as organizational learning and leadership required decision making for sustainability.

Management: The function in an organization that coordinates the efforts of the people to accomplish specific objectives using available resources. It involves planning, organizing, leading and controlling an organization to accomplish a goal.

Organizations: A boundary defined group of individuals working collectively to achieve a common purpose.

Reductionism: A view, a belief or a methodological approach that assumes, that a complex whole can be understood by examining its individual parts.

Social fabric: The resilient links between people in a social system based on trust.

Social Sustainability: A state in which an organization - or society as a whole - has eliminated the actions that violate the boundary conditions for a sustainable social system, which are defined by the Social Sustainability Principles.

Social Sustainability Principles: A candidate set of recently developed principles that, together with the first three ecological principles of the Sustainability Principles, aim to assure socio-ecological sustainability. The Social Sustainability Principles define the boundary conditions for a sustainable social system. Therefore, in a sustainable society, people are not subject to systematic barriers to

4. ... personal integrity
5. ... influence
6. ... competence
7. ... impartiality
8. ... meaning” (Missimer 2013: 34)

Social System: Constituted by individual human beings and their connections into a system through human relationships and interactions, including sub-systems as communities, institutions or organizations. Potentially providing the conditions for human life and well-being.

Strategic: Moving towards a sufficiently well defined goal or outcome in the future by planning and implementing actions step-by-step.

Sustainability Challenge: Systematic errors within society that are driving human’s unsustainable effects on the socio-ecological system, the serious obstacles to fixing those errors, and the opportunities for society if those obstacles are overcome.

Sustainability: A state in which society has eliminated the actions that violate the boundary conditions for a sustainable society, which are defined by the Sustainability Principles.

Sustainability Principles: Basic principles that define the boundary conditions for a sustainable society, in which “nature is not subject to systematically increasing

1. concentrations of substances extracted from the Earth’s crust,
2. concentrations of substances produced by society,
3. degradation by physical means, and
4. in that society, people are not subject to conditions that systematically undermine their capacity to meet their needs.” (Karl-Henrik Robèrt 2012: 169)

Sustainable Development: ”Development that meets the needs of the present without compromising the ability of future generations to meet their needs” (WCED 1987). Sustainable Development can be seen as a process, whereas sustainability is the goal of the development efforts.

System science: A perspective of problem solving, in which the problem space is conceptualized as a system of interrelated component that are related to the whole.

System: A system is composed of interrelated parts or elements with a common purpose. The elements are interconnected and appear within a distinct boundary.

List of Abbreviations

AMR: Academy of Management Review

Appx: Appendix

CEO: Chief Executive Officer

CFO: Chief Financial Officers

CI: Collective Intelligence

CSR: Corporate Social Responsibility

EU: European Union

FSSD: Framework for Strategic Sustainable development

HBR: Harvard Business Review

HR: Human resources

JOB: Journal of Organizational Behavior

MSLS: Masters in Strategic Leadership towards Sustainability

OS: Organization Science

ROB: Research in Organizational Behavior

SMJ: Strategic Management Journal

SPs: Sustainability Principles

SSPs: Social Sustainability Principles

Sub: Subcategory

UN: United Nations

WCED: World Commission on Environment and Development

Table of Contents

Statement of Contribution	ii
Acknowledgements	iii
Executive Summary	iv
Glossary	ix
List of Abbreviations	xi
List of Figures and Tables	xv
1. Introduction	1
1.1 The Social Dimension of Sustainable Development.....	1
1.1.1 Challenges for Social Sustainability	1
1.1.2 Society as a System.....	2
1.2 Organizations and Social Sustainability.....	2
1.2.1 The Role of Organizations	2
1.2.2 Internal Pressures on Organizations	3
1.2.3 An Employee Approach to Social Sustainability	3
1.2.4 Potential of a Systems View a and a Clear Definition.....	4
1.3 Strategic Sustainable Development.....	4
1.3.1 Defining Success for Sustainability	5
1.3.2 Strategic Planning in Organizations	5
1.3.3 Critics on the Social Principles	5
1.3.4 Development of Renewed Social Principles.....	6
1.4 Research on Social Sustainability Principles in Organizations.....	7
1.4.1 The Role of Research for Sustainability and Organizations.....	7
1.4.2 Research Question	8
1.4.3 Audience and Research Scope	8
2. Methods	9
2.1 Article Selection	9

2.1.1 Defining the Scope.....	9
2.1.2 Selecting an Inclusion Criterion	10
2.1.3 Testing Inclusion Criterion and Methods of Documentation	10
2.1.4 First Article Selection Round	11
2.1.5 Second Article Selection Round	11
2.2 Data Analysis.....	12
2.2.1 Phase 1: Creating Initial Categories for a Coding Manual	12
2.2.2 Phase 2: Data Documentation and Coding of the Articles	12
2.2.3 Phase 3: Refining the Initial Categories into Subcategories.....	13
2.2.4 Phase 4: Clustering into Primary Categories	13
2.2.5 Phase 5: Analyzing the Results with the Social Sustainability Principles.....	14
2.3 Validity	14
2.3.1 Different Ways of thinking	15
2.3.2 Different Backgrounds	15
3. Results	16
3.1 Ways of Relating to the Social Sustainability Principles	16
3.2 The Social Sustainability Principles within Nine Primary Categories	16
3.2.1 Overarching Organizational Culture and Values	17
3.2.2 Ethical Considerations and Justice.....	20
3.2.3 Equity and Diversity in Organizations	22
3.2.4 Change, hierarchies, influence, and the design of work.....	25
3.2.5 Knowledge, Learning and Feedback	29
3.2.6 Leadership and Management	31
3.2.7 Well-being, Stress and Work-life Balance	34
3.2.8 Relationships, Interaction, Emotions and Identity	36
3.2.9 Teamwork and Collaboration.....	39
4. Discussion	42

4.1 The Relationship between the Articles and the Social Sustainability Principles.....	42
4.2 Organizational Research and Organizations as Functioning Social Systems	44
4.3 The Role of the Social Sustainability Principles in Organizational Research	46
4.4 Validity Discussion	47
4.5 Future Research	48
5. Conclusions.....	50
References	51
Appendices.....	70
Appendix A – List of initial categories and subcategories	70
Appendix B – Primary Categories	72
Appendix B 1 – Overarching Organizational Culture and Values	72
Appendix B 2 – Ethical Considerations and Justice.....	74
Appendix B 3 – Diversity	76
Appendix B 4 – Change, hierarchies, influence, and the design of work	81
Appendix B 5 – Knowledge, learning, and feedback	86
Appendix B 6 – Leadership and management.....	88
Appendix B 7 – Well-being, stress, and work-life balance	92
Appendix B 8 – Relationships, interaction, emotions, and identity	94
Appendix B 9 – Teamwork and collaboration	99

List of Figures and Tables

Figure 1.1 Social Sustainability Principles (adopted from Missimer 2013).....7

Figure 2.1 Article Selection.....9

Figure 2.2 Data Analysis.....12

Table 2.1 Number of articles selected in round 1.....11

Table 2.2 Final Number of articles.....11

Table 2.3 Coding Schedule.....13

1. Introduction

The social tensions in the world are increasing. Since the financial crisis in 2008, a majority of countries are at risk of increased social unrest (International Labour Organization 2013). Employment, income levels, as well as the quality of work seems to have a greater impact on social tensions than economic growth (International Labour Organization 2013). The labour force in industrial countries is becoming more and more segregated (Standing 2011). This increasing inequality gives a rise to a new and potentially dangerous working class, the precariat, emerging among people who have insecure opportunities for work or suffer from bad working conditions (Standing 2011). Research conducted amongst employees in the US revealed, that 69% of the interviewed employees refer to work as a significant source of stress and 41% say, they typically feel tense or stressed out during the workday (American Psychological Association 2009). Stress, depression and taxing work conditions have huge costs for organizations and society (Rosch 2001). This contributes to an erosion of the social fabric of society (International Labour Organization 2013; Standing 2011; Wilkinson and Pickett 2009). A weakening of the social system goes hand in hand with a growing environmental degradation worldwide and undermines the capacities for people to meet their physical, emotional and social needs (Rogers et al. 2012). A sustainable society is a prerequisite for human beings to live together and to be able to meet their needs.

1.1 The Social Dimension of Sustainable Development

Sustainability has been on the global agenda for some decades. Sustainable development was established as the most important policy of the 21st century at the UN Conference on Environment and Development in Rio de Janeiro in 1992 (Basiago 1995). The definition for sustainable development is derived from the Brundtland report, which is based on the World Commission on Environment and Development (WCED 1987), published five years earlier. Sustainable development is defined as “development that meets the needs of the present without compromising the ability of future generations to meet their needs” (WCED 1987). Taking the well-being of people as the ultimate goal, this definition derives from a clear human standpoint (Basiago 1995). As Gro Harlem Brundtland, leader of the WCED, stressed 15 years later: “More than anything, sustainable development is about people – about providing food, shelter and health to everybody on the planet in such a way that future generations can do the same.” (Brundtland 2002: 79)

1.1.1 Challenges for Social Sustainability

Although the Brundtland Commission clearly emphasizes the human dimension of sustainability, social sustainability in general garners less attention or is dismissed altogether and sustainability is still mostly connected to ecological and economic considerations (Boström 2012; Cuthill 2010; Faber et al. 2010; Vallance et al. 2011). However, over the past ten years, there has been a growing interest in the concept of social sustainability, with a number of different definitions and concepts arising (Vallance et al. 2011; Ehnert 2009). Nevertheless, there is still a relatively limited literature and a lack of clear practical and theoretical understanding (Boström 2012; Bebbington and Dillard 2009).

As Valance (2011:342) describes, it is still a “concept in chaos”. The literature indicates that there are a number of challenges for social sustainability and it “is more difficult to analyse, comprehend, define, and incorporate into sustainability projects and planning than the other dimensions of sustainability” (Boström 2012: 6). It is difficult to navigate towards social sustainability without comprehending its complexity, interrelatedness, and systematic nature (Baumgartner and Korhonen 2010; Hjorth and Bagheri 2006; Hopwood et al. 2005).

1.1.2 Society as a System

As Baumgartner and Korhonen (2010: 72) argue, the “fact that the focus of all sustainable development work, ‘society within a biosphere’, is a complex and dynamic system has not been properly understood.” A system is composed of interrelated parts or elements which are interconnected (Kast and Rosenzweig 1981). It can be recognized by the integrity and interaction of these elements (Hjorth and Bagheri 2006). Complexity arises from different interactions of the system variables over time and it is challenging for humans to comprehend or predict phenomena under those conditions (Schneider and Somers 2006). A complex system cannot be viewed in a deterministic, mechanistic way, but as a process-dependent organic whole with feedback loops, that allow the system to self-organize (Folke 2006; Levin 1998). To improve a system, the whole system needs to be considered, instead of looking only at its parts separately (Hjorth and Bagheri 2006). A whole-systems perspective of society within the biosphere is necessary, taking into account the interactions between all relevant sub-systems.

1.2 Organizations and Social Sustainability

The global socio-ecological system subsequently can be described as an amalgamation of a complex, interconnected set of smaller systems. Organizations can be considered as one crucial sub-system for moving society in the direction of sustainability.

1.2.1 The Role of Organizations

Scientists argue, that over the last century, organizations have become the most powerful institutions on earth (Jonker 2000). The economic power of five of the largest corporations, whose revenue is more than double the combined GDP of the poorest 100 countries worldwide, illustrates the huge influence of organizations (Utting 2000). Particularly multinational corporations have an increasingly important role in global governance (Fuchs 2007). At the same time, they have a tremendous impact on the daily lives of the majority of people around the planet by producing everyday goods and services, driving the economy, and providing employment (Senge et al. 2008). For instance, more than 65% of Europe’s population between 15-64 years have been employed in 2012 (Eurostat 2014a). Even considering that 19% of the people employed in the EU work part time, it still means that a majority of adults spend a large time of their life at work (Eurostat 2014b). Humans are intrinsically social and many of the human needs can only be satisfied in community with others (Stephens et al. 2012; Max-Neef et al. 1991). Organizations therefore play an important role for a socially sustainable society.

1.2.2 Internal Pressures on Organizations

At the same time, organizations worldwide are facing social pressures regarding their workforce, entailing greater challenges for managing their human resources sustainably (Ehnert 2009). The management of human resources is facing a crisis with staff turn-over, increasingly work-related illnesses, loyalty decline, increased stress levels, and diminished productivity (Ehnert 2009; Wilkinson 2005). According to a study by the American Psychological Association (2007), 52 % of employees report that they have considered or made a decision about their career such as declining a promotion or leaving a job based on workplace. Another study in Germany revealed that the total number of sick-leaves in 2012 has been eight times higher than 2004, and the percentage of burnout-related sick-leaves has increased by 700 % (BPTK 2012). Furthermore, a growing number of employees start to demand more from work than just a pay cheque (Haigh and Hoffman 2012). They want to have meaning in what they do and they want work to be socially fulfilling (Haigh and Hoffman 2012). Being dependent on a highly qualified and engaged workforce, organizations have to recognize, value and promote the capability of their employees in order to be sustainable in the long-term (Wilkinson 2005).

1.2.3 An Employee Approach to Social Sustainability

In recent years, notable efforts have been made to integrate social aspects of sustainability into organizations (Boström 2012; Vifell and Soneryd 2012; Ehnert 2009). However, no general definition of social sustainability in an organizational context exists and there seems to be a need for a better understanding of the meaning and interpretation of that concept (Bebbington and Dillard 2009; Weingaertner and Moberg 2014). This is made especially difficult by the fact that key social sustainability aspects might differ within a range of organizations (Weingaertner and Moberg 2014).

Social sustainability has been mainly defined with regards to the impacts of products or operations on human rights, labour, health, safety, regional development and other community concerns (Blake-Beard et al. 2010). The connection of sustainability internally to its people, to its 'human resources', has emerged in the last ten years, especially with regards to the concept of 'Sustainable Human Resource Management' (Kramar 2014). Problems traditionally addressed in Human Resource Management, e.g. shortages of highly skilled and motivated employees, are increasingly linked to social sustainability efforts in organizations (Ehnert 2009). Needless to say, the importance of employees and different approaches to motivation, learning and development, health etc. has been a key element of organizational theory and practice for a long time. For instance, the 'human relations model' has already been introduced around 1920. It argues, that sharing information with employees and involving them in decision making helps to satisfy their basic needs to belong and to feel important, leading to higher cooperation and productivity (Miles et al. 1978).

Notwithstanding, as organizations today are seeking ways to be more productive with fewer resources, the ability of the workforce to be productive and sustain itself has reached a tipping point (Blake-Beard et al. 2010). As Ehnert states, "the traditional way of managing the human resource of a corporation is necessary but not sufficient for long long-term corporate viability and sustainable development" (Ehnert 2009: 419). A new approach, combining traditional knowledge on human resources with the emerging concept of social

sustainability, might be a promising solution. However, the potential of integrating the concept of social sustainability into organizations has not been fully explored and implemented yet (Ehnert 2009).

1.2.4 Potential of a Systems View and a Clear Definition

One of the reasons, why it is difficult to implement the concept of social sustainability into organizations, is its inherent complexity and vagueness, as described above. Organizations can be considered as complex social systems themselves (Boulding 1956; R. Johnson et al. 1964). When approaching the complex challenges of sustainability, the whole system has to be taken into consideration, instead of looking only at its parts separately (Baumgartner and Korhonen 2010; Hjorth and Bagheri 2006). Such a reductionist approach otherwise could lead to situations, where dealing with existing problems within a system can create new problems (Baumgartner and Korhonen 2010). Therefore, the concept of sustainability needs to be implemented across the organization, rather than in a special department (Crane et al. 2008). Moreover, in order to be successful, it is essential to integrate a sustainability approach into the corporate strategy itself (Porter and Kramer 2006; Burke and Logsdon 1996).

However, it is difficult, if not impossible, to strategically implement it into an organization, without a clear vision of the desired outcome (Crane et al. 2008). One of the main critics concerning the concept of sustainable development in general is that there is still no clear vision and understanding of its purpose. The problem can be regarded to the inherent vagueness and interpretative flexibility of the word “sustainability” (Boström 2012; Matthew and Hammill 2009; Hopwood et al. 2005; Draper et al. 2011; Porter and Kramer 2006). Therefore, the term remains ambiguous, unclear, widely abused, and the multitude of approaches risk to create confusion (Vallance et al. 2011; Hjorth and Bagheri 2006; Aras and Crowther 2009). This leads to a growing need for a clear definition of sustainability, especially as more and more organizations request for assistance in reorienting their activities in a sustainable direction (Missimer et al. 2010; Robèrt et al. 2002; Huesemann 2001).

1.3 Strategic Sustainable Development

The vagueness of the concept of sustainable development as well as the complexity of the sustainability challenge reveals the need for an overarching framework that facilitates strategic action towards sustainability. A precondition for effective planning in complex systems is an understanding of the functioning of the system and its definition of success, as well as a system-based, strategic approach (Robèrt 2012; Broman et al. 2000). Taking that into consideration, scientists and practitioners from various fields have developed the “Framework for Strategic Sustainable Development” (FSSD) over a 20-year consensus and peer-review process including theoretical exploration, followed by refinement and testing in iterative learning loops (Robèrt 2000; Broman et al. 2000; Ny et al. 2006). Providing basic elements of a strategic planning process for sustainability, the FSSD has been utilized in various organizations and sectors (Ny et al. 2006; Robèrt 2012).

1.3.1 Defining Success for Sustainability

In order to derive to a clear definition of success for sustainability, the FSSD takes the normative claim of the Brundtland Definition as a starting point and breaks it down into basic principles as system boundaries for a sustainable society (Missimer et al. 2010; Ny et al. 2006; Robèrt et al. 2002). The “Sustainability Principles” (SPs) have been defined as follows:

“In the sustainable society, nature is not subject to systematically increasing

1. concentrations of substances extracted from the Earth’s crust,
2. concentrations of substances produced by society,
3. degradation by physical means, and
4. in that society, people are not subject to conditions that systematically undermine their capacity to meet their needs.” (Robèrt 2012: 169)

The Sustainability Principles – the first three are ecological principles, the fourth is a social principle - can be seen as a definition of success based on basic conditions for sustainability in the socio-ecological system (Robèrt 2000). Understanding the principles that define a given system makes it easier to deal with the complexity within the system (Broman et al. 2000). Taking into account those fundamental natural laws and constituents of the socio-ecological system, the FSSD provides a model to organize data in comprehensive way and to understand how aspects of the system impact each other in the context of sustainability (Broman et al. 2000; Robèrt 2012).

1.3.2 Strategic Planning in Organizations

One of the strengths and major contributions of applying FSSD for strategic planning in organizations is its inherent focus on backcasting from principles (Robèrt 2012; Holmberg and Robèrt 2000). Backcasting is a method for planning towards a desired future by envisioning the successful outcome in alignment with the Sustainability Principles (Robèrt et al. 2002). It allows organizations to recognize complex trends of unsustainability as symptoms of larger problems and encourages long-term thinking in order to achieve new goals towards a successful and ‘sustainable’ organization as defined by the Sustainability Principles (Blankenship et al. 2009; Robèrt 2000). To allow for efficient backcasting from the Sustainability Principles, those need to be necessary, sufficient, general, concrete, and non-overlapping (Ny et al. 2006; Robèrt 2012).

1.3.3 Critics on the Social Principles

The first three ecological principles have proven to match these criteria and to be logically robust and operational (Missimer et al. 2010). However, researchers have discovered that it was not the case when it came to the social side of the FSSD (Missimer et al. 2010; Guido et al. 2012; Eriksson et al. 2005). Whereas the ecological side was based on a thorough analysis of the natural system, no equal analysis had been conducted for the social system (Missimer et al. 2010). Furthermore, the social principle only provided a claimed statement of social sustainability, which was not distinct from the Brundtland definition. A desire for a more elaborated, operational and robust definition was expressed by organizations and

practitioners to be able to work in a strategic and systematic way with social sustainability aspects (Missimer et al. 2010).

1.3.4 Development of Renewed Social Principles

In order to further refine the social dimension of the FSSD, a larger research project was initiated at the Department of Strategic Sustainable Development at Blekinge Institute of Technology in Karlskrona, Sweden. The research aimed to develop operational basic principles for social sustainability as boundary conditions of a functional social system (Missimer 2013). The study of the social system supported one central question: “How can social systems be designed such that its members will trust each other as much as possible and be as resilient as possible in the face of any forthcoming challenges, including unsustainability related impacts?” (Missimer 2013: 31). The resulting hypothesis of five Social Sustainability Principles (SSPs), to be utilized as a replacement to the existing social principle, can be seen as first answer to this question and to define social sustainability (Missimer 2013: 34): “In a sustainable society, [...] people are not subject to systematic barriers to

4. ... personal integrity
5. ... influence
6. ... competence
7. ... impartiality
8. ... meaning”

The new Social Sustainability Principles, as further explained in Figure 1.1, provide a clearer definition of social sustainability, which allows the ability to develop a sustainability strategy based on a systems-approach. Nevertheless, they still need to be further tested and developed in continued studies (Missimer 2013).

Social Sustainability Principles:

Integrity

This is about not doing direct harm at the individual level; physically, mentally or emotionally. In an organizational context it might refer to working conditions.

Influence

This is about being able to participate in shaping social system(s) one is part of and dependent on. At a minimum, this might mean being able to vote on leadership and issues and being able to make one's voice heard.

Competence

This is about safeguarding that every individual (and group) has the opportunity to be good at something and develop to become even better. It includes the securing of sufficient resources for education and other sources for continuous personal and professional development. Further it includes organizations being good at what they aim to deliver.

Impartiality

This refers to the idea that people should treat each other equally, both between individuals, and between individuals and organizations such as in courts, authorities, etc. It is about acknowledging that all people have the same rights and are of equal worth.

Meaning

The idea of meaning speaks to the reason for being an organization or system. How does it inspire its members, what does it aim to do and why?

Figure 1.1 Social Sustainability Principles (adopted from Missimer 2013)

1.4 Research on Social Sustainability Principles in Organizations

As described above, the complexity of the social sustainability challenge and the vagueness of the concept of social sustainability revealed the need for a clearer definition, as well as a more strategic, systematic approach. The new Social Sustainability Principles offer such a definition of success for the social system. The demand of a clearer definition of social sustainability, however, was not just for the purpose of analytical clarity, since in sustainability science all answers are intended to have immediate practical consequences (Clark and Dickson 2003). Organizations play a critical role for the transition of society towards sustainability and practitioners and organizations explicitly requested for a more operational definition of social sustainability (Missimer et al. 2010). The theoretical concept now needs to be translated into what it actually means for organizations that strive towards social sustainability. Additionally, researchers pointed out the need for further investigations on the link between sustainability and managing the human resources in organizations (Kramar 2014; Ehnert 2009).

1.4.1 The Role of Research for Sustainability and Organizations

Organizational research has investigated how to best promote and support their human resources for decades, as outlined above. As Wheeler (2009: 112f) states: "Organizational

research seeks to advance understanding of people, process, business and management issues to improve individual and organizational performance and effectiveness.” Furthermore, organizational research plays a key role in advancing knowledge and supporting change and improvement in organizational practice (Wheeler 2009). It also has an important influence in business schools educating future managers that could later act as change-agents in organizations (Wilson and Thomas 2012).

Research in general can be seen as important to foster sustainable development within society and organizations (Clark and Dickson 2003; Merkel 1998; Robért 2013). The key role of science for sustainable development has especially been stressed within the “Agenda 21” report, stating that “the sciences are increasingly being understood as an essential component in the search for feasible pathways towards sustainable development” (UNCED 1993: Chapter 35.2). The complex challenges of sustainability, moreover, reveal the need for coordinated cross-disciplinary scientific approaches (Broman et al. 2014).

Hence, it is important to explore the link between social sustainability and organizational research, as a first step in order to introduce the Social Sustainability Principles to an organizational context.

1.4.2 Research Question

This study seeks to contribute to the development of the new Social Sustainability Principles by applying them to an organizational context. Therefore, this study investigates, how internal people-related aspects of organizations discussed in the literature are related to the Social Sustainability Principles. The research aims to answer the following research question:

In what ways are issues related to the five Social Sustainability Principles considered in top-ranked organizational and management journals?

1.4.3 Audience and Research Scope

The Framework for Strategic Sustainable Development contains five levels: System; Success; Strategic guidelines; Actions; and Tools (Robért 2012). The SSPs are located in the success level of the FSSD. This study has solemnly focused on the SSPs as a definition of success for social sustainability and has not taken the other parts of FSSD into detailed consideration.

The aim of this study is to obtain a better understanding of how the Social Sustainability Principles can be related to internal people-related issues addressed in organizational research. However, this study does not investigate, how organizations could move practically towards social sustainability using the Social Sustainability Principles. The main audience of this study are researchers in the field of organizational management and social sustainability.

2. Methods

As no previous research has been conducted relating the Social Sustainability Principles to an organizational context, this qualitative study was by necessity exploratory and iterative (Saunders et al. 2009). In order to investigate, in what ways articles published in top ranked management and organizational journals consider issues related to the Social Sustainability Principles, a survey of the literature was conducted. The main result of this study was an analysis of the relationship between issues discussed in the reviewed articles and the Social Sustainability Principles. This section describes, how the articles were selected and how the data was analyzed, followed by reflections on the validity of this study.

2.1 Article Selection

The process of selecting the eligible articles for the analysis with the SSPs contained five steps (see Fig. 2.1). First of all, scope, inclusion criterion, and documentation method were defined and tested, followed by a first round of article selection. In a second round of article selection, the scope of the article selection was refined.

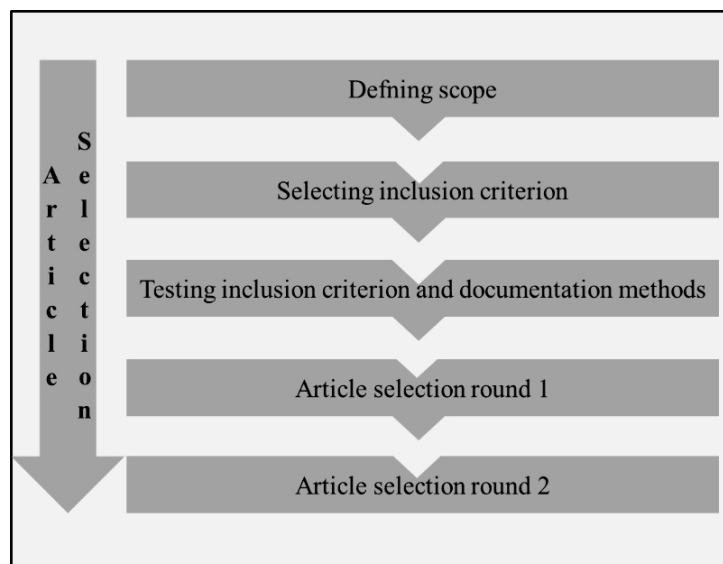


Figure 2.1 Article Selection

2.1.1 Defining the Scope

Social sustainability could be connected to a variety of aspects within an organization. These might include, for example, aspects relating to organizational structure, as well as topics relating to the management of organizations. Therefore, the decision was made to investigate in three general management and three organizational journals. Furthermore, the years between 2009 and 2014 were selected. A limited scope of six journals and five years was considered in order to ensure sufficient data and capture the current state of thinking. The following journals were selected:

Management Journals:

- *Harvard Business Review* (HBR)
- *Strategic Management Journal* (SMJ)
- *Academy of Management Review* (AMR)

Organizational Journals:

- *Research in Organizational Behavior* (ROB)
- *Organization Science* (OS)
- *Journal of Organizational Behavior* (JOB)

The choice of journals was based on two different journal rankings. The three management journals were selected based on a study by Petersen et al. (2011). In this study, the results of five management journal rankings were analyzed and combined. Under the research domain ‘general management’, ten journals were listed. *Harvard Business Review*, *Strategic Management Journal*, and *Academy of Management Review* were the top three journals within this domain (Petersen et al. 2011: 416f). The organizational journals were selected based on an online ranking at the website “Journal-Ranking.com”, which is based on the Science Citation Index (RedJasper 2014). Under the research domain ‘management’, 122 records appeared (RedJasper 2014). The top three organizational journals were selected, which were *Research in Organizational Behavior*, *Organization Science*, and *Journal of Organizational Behavior*. Top-ranked management and organizational journals were selected, in order to ensure a higher validity of the results. The rankings are depending on the impact of the journals, as well as on the frequency of citations in other journals (Petersen et al. 2011)

2.1.2 Selecting an Inclusion Criterion

The criterion for the survey of the articles was defined on the basis of the research question with the attempt to include only articles that might be connected to social sustainability as defined by the SSPs. Referring to an organization as a social system in this study, the system boundaries were drawn focusing only on internal people-related aspects within an organization. External influences, like community engagement or consumer safety, which are commonly connected to social sustainability (Blake-Beard et al. 2010), were therefore excluded from this study. At the same time, the inclusion criterion was proposed to be broad enough to not pre-determine or influence, which internal aspects in an organization might be connected to social sustainability. The following inclusion criterion was defined:

Content that relates to internal processes and aspects in organizations that affect people and that might be connected to social sustainability as defined by the five Social Sustainability Principles.

2.1.3 Testing Inclusion Criterion and Methods of Documentation

Before starting the survey of the articles, the inclusion criterion and documentation methods were tested by the researchers together. Therefore, the researchers conducted a pilot article

selection session. All articles of one journal within the time period of one year were reviewed and selected together according to the inclusion criterion. The aim was, to ensure a common understanding of the inclusion criterion. The testing session revealed that it was suitable to review title and keywords of each article, as well as the abstract, if necessary.

In order to document the chosen articles, the reference program ‘Mendeley’ was tested and finally selected. The decision was made, to sort the articles under the folders ‘Journal’ – ‘Year’ – ‘Issue’.

2.1.4 First Article Selection Round

To select the initial articles, the six journals were divided among the three researchers and were reviewed individually. All articles that could be included within the selected criterion between January 2009 and April 2014 were sorted into ‘Mendeley’. The total amount of articles between 2009 and 2014 in the six journals constituted 3305 articles. All of them were reviewed and 1279 were selected to be initially included in this study. The number of articles selected per journal is depicted in Table 2.1. Furthermore, the table illustrates, how many articles were included in this study, compared to the total number of articles in each journal.

Table 2.1: Number of articles selected in round 1

Journals	HBR	SMJ	AMR	JOB	OS	ROB	In total between 2009 - April 2014
Selected/Total (in %)	557\1810 (31%)	119\431 (28%)	95\211 (45%)	260\375 (69%)	206\426 (48%)	42\52 (81%)	1279\3305 = 39%

2.1.5 Second Article Selection Round

When analysing the selected articles, all articles were reviewed again in greater detail. During this process, the researchers further defined the scope for the article selection. In this cut, articles that were excluded were: book reviews, cartoons, letters to the editor, or interviews, which were not directly linked to scientific research. Thus, empirical or theoretical research project articles were the only articles included in the primary analysis.

Additionally, some of the chosen articles did not meet the previously defined inclusion criterion. On the one hand, this was the case for some articles that were about people, but not about social sustainability, e.g. articles on increasing CEO performance through higher wages. On the other hand, for articles that were not about internal aspects, but e.g. about collaboration between organizations. In total, 404 articles were excluded, leaving 875 articles for analysis within this study (see Table 2.2).

Table 2.2 Final number of articles

Journals	HBR	SMJ	AMR	JOB	OS	ROB	In total between 2009 - April 2014
Selected/Total (in %)	557\1810 (31%)	119\431 (28%)	95\211 (45%)	260\375 (69%)	206\426 (48%)	42\52 (81%)	1279\3305 = 39%
Final Selected/Total (in %)	333\1810 (18%)	40\431 (9%)	84\211 (40%)	243\375 (65%)	143\426 (34%)	32\52 (62%)	875\3305 = 26%

2.2 Data Analysis

The following paragraph explains, how the data was analyzed in order to investigate the relation between the articles and the SSPs. The data analysis was an iterative and qualitative process, containing five phases (see Fig. 2.2). First an overview of the content of the included articles was obtained (Phase 1- 4), followed by an analysis of the content using the Social Sustainability Principles (Phase 5).

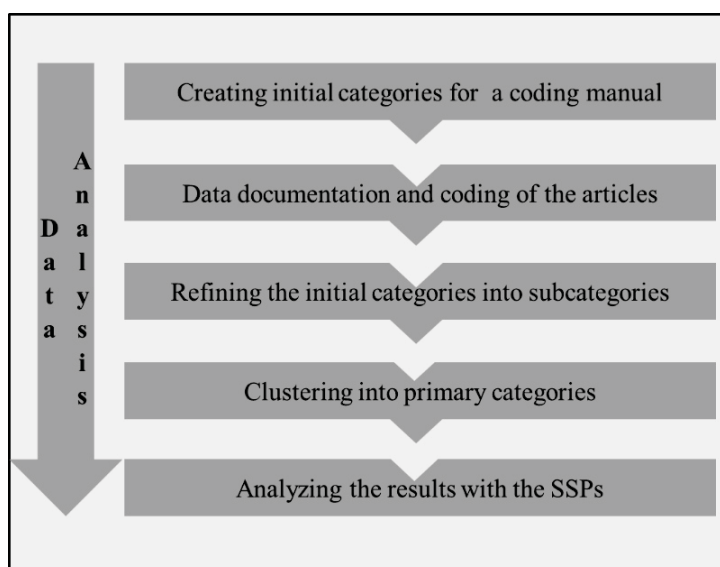


Figure 2.2: Data Analysis

2.2.1 Phase 1: Creating Initial Categories for a Coding Manual

Before analyzing the literature with the SSPs, the vast amount of articles was categorized to become a comprehensible overview of the issues discussed. In order to categorize the selected articles, a coding manual was created (Bryman 2012). For that purpose, the researchers discussed the topics that appeared frequently throughout the article selection process. A list of 20 categories was created as a lens to view the articles with the intention to be open to new categories which could arise while coding the articles. During the categorization process, ten new categories emerged. Finally, the articles were coded into 30 initial categories. The names of the categories were adjusted where it was necessary for understanding. The final list of 30 initial categories can be reviewed in Appendix A.

2.2.2 Phase 2: Data Documentation and Coding of the Articles

A coding schedule was created in an excel table to document the data (Bryman 2012). The coding schedule consisted of columns named 'Author,'- 'Title' and 'Year'. In order to address the problem that many articles could presumably be sorted into more than one category, space for four different categories was included (A, B, C, D) (see Table 3). For example, an article about 'collaboration in teams' could then be designated with the categories 'collaboration' and 'teamwork'. This should also avoid bias of one researcher making the "right" choice of only one category for each article. The decision was made, that

each article should be connected to at least one category, and, if it was necessary, to more categories.

Table 2.3 Coding Schedule

Author	Title	Year	Category A	Category B	Category C	Category D

One table including the coding schedule was created for each of the six journals. The journals were equally divided amongst the three researchers, and the same journals were assigned to the same researchers as those assigned during the data selection. This second round of reviewing the journals was based on title, keywords, and abstract for every article, and, if necessary, the content of the article was reviewed.

2.2.3 Phase 3: Refining the Initial Categories into Subcategories

After finishing the coding process, a new table for each of the 30 initial categories was created. Since more than one category had been chosen for many articles during the coding process, the articles appeared often in more than one table.

Through this review it was determined, that the initial categories were still too general. In many cases, the articles falling into one category touched upon very different aspects of social sustainability. Therefore, the decision was made to refine the initial categories and divide them into subcategories.

The 30 initial categories were divided amongst the researchers. All articles were reviewed again. To refine the initial categories, reading the abstract was not sufficient for most of the articles, therefore the full article needed to be reviewed. Notes were taken about the content of every article and the articles were clustered according to emerging patterns of similar topics. These clusters were named and are referred to in the following as ‘subcategories’. In each of the 30 tables of the initial categories, one additional column was added named ‘subcategory’ and each article was appointed to one respective subcategory. Thereby, 95 subcategories emerged in total, which can be viewed in Appendix A.

The purpose of refining the initial categories was to create distinct subcategories. The majority of articles had been sorted into more than one initial category to avoid researcher bias at the beginning of the data analysis. The differentiation into subcategories allowed for allocating most of the articles to only one of the subcategories.

2.2.4 Phase 4: Clustering into Primary Categories

At this stage, the coding and clustering of the sample resulted in 30 initial categories and 95 corresponding subcategories. However, the amount of categories appeared to be too many to provide an overview and a structure to analyse the included articles in a comprehensible way. Furthermore, the initial categories appeared to be overlapping and interconnected. Therefore, the next phase of the data analysis consisted of a clustering of the 95 subcategories into primary categories.

Therefore, all subcategories were grouped together according to similar topics and closer relationships to each other. Nine different cluster groups emerged and they were named according to the content they represented. These groups were referred to as ‘primary categories’. The final results of the coding and clustering process consisted of nine primary categories with 95 corresponding subcategories (see Appendix B). The nine primary categories were further used to structure the analysis of the articles with the SSPs.

2.2.5 Phase 5: Analyzing the Results with the Social Sustainability Principles

In the final phase of the data analysis, the selected articles were connected to the Social Sustainability Principles. This study sought to analyze how issues related to the Social Sustainability Principles are discussed in management journals. Therefore, all articles in each primary category were reviewed anew with a specific focus on how the articles related to the Social Sustainability Principles. The issues discussed in the reviewed articles could be connected to the SSPs in different ways, either directly related to the SSPs or to barriers related to the SSPs (See section “Results”, 3.1). As social sustainability, as defined by Missimer (2013), is the absence of systematic barriers to the Social Sustainability Principles, social sustainable development within organizations is concerned with identifying and removing barriers to the Social Sustainability Principles. The connections between the articles and the SSPs were often found to be complex and needed an explanation to be understood sufficiently. Furthermore, most of the articles could be related to more than one of the SSPs, as further described in the section “Discussion” (See 4.1). Hence, it was not deemed to be meaningful to provide a list of the connections between all articles and the SSPs. Instead, representative examples were selected for each SSP to provide a comprehensible, in-depth explanation. Examples were selected within each primary category depending on:

- How directly they could be connected to one SSP
- How representative they were for the primary category

For most primary categories one example for each SSP was selected. In some primary categories, there were no examples that clearly related to one of the SSPs, e.g., in the first primary category “Overarching organizational culture and values”, there was no articles that clearly related to impartiality. The chosen examples and the relationship to the SSPs were peer-reviewed both by the research team and outside peers familiar with the SSPs.

2.3 Validity

Qualitative research is based on the subjective interpretation of data by the researcher (Bryman 2012). This study benefited from the combined view of three researchers, with three different backgrounds of education and work-experience. The previous experiences of the researcher were closely connected to the research topic. One researcher has a degree in ‘Business Administration’, another researcher in ‘Public Health and Society Planning’ and the third studied ‘Corporate Social Responsibility’ and has been working in a consultancy for personal and organizational development. The diversity of backgrounds can be seen as a strength of this research, however, it also provided some challenges, as described below.

Therefore, different approaches were applied throughout the research process in order to ensure a higher validity of the results.

2.3.1 Different Ways of thinking

The different backgrounds and the associated different world perspectives of the researchers helped in preventing groupthink. However, it also resulted in different ways of interpreting the inclusion criterion at the beginning of the article selection. Those differences could have been uncovered at an earlier stage, if the journals had not been reviewed by the same researcher during the article selection and the initial categorization process. When refining the initial categories into subcategories, those differences became visible. The inclusion criterion was discussed again by all researchers and a common understanding was reached. The articles were reviewed again and the respective articles were excluded from the study. There were no instances where agreements could not be reached.

To avoid bias and different interpretation of the categorization of the articles at the beginning of the data analysis, each article was sorted to multiple categories if it was related to more than one initial category. However, this complicated the analysis of the categories at a later stage. The initial categories appeared to be not really distinct and largely overlapping. Therefore it was decided to allocate each article to only one subcategory. This was possible, because the researchers had gained a deeper understanding of the articles within the initial categories at that stage and the articles were reviewed in greater detail during the process of refining the initial categories into subcategories. The clustering of the 30 initial categories into nine primary categories at the end of the categorization process further ensured that those final primary categories were distinct and non-overlapping.

2.3.2 Different Backgrounds

As mentioned above, the researchers entered the study with some background knowledge of the field. During the research this turned out to be a great strength, in order to understand this complex subject of social sustainability and organizations. To avoid bias from the beginning and test the researcher's assumptions, two brainstorm sessions were conducted before starting the data collection. The first session was performed within the research team. The second brainstorm was conducted with researchers in the field of social sustainability, organizational science, and students of the Master Program "Strategic Leadership towards Sustainability" at Blekinge Institute of Technology. In total, seven participants attended the second session. The guiding question was:

What internal aspects of an organization could affect barriers or opportunities for social sustainability as defined by the Social Sustainability Principles?

The results from the two brainstorms showed a similar understanding of what aspects in an organization could relate to the five SSPs, and the second brainstorm contributed with some new insights that led to a better understanding of the SSPs and how they could relate to organizations.

3. Results

The aim of this study is to explore how internal social aspects of organizations related to the Social Sustainability Principles are discussed in organizational and management journals. In this section, the results of the data analysis are presented, providing an overview of the different ways the articles are related to the Social Sustainability Principles.

3.1 Ways of Relating to the Social Sustainability Principles

In the reviewed articles, no explicit references to the Social Sustainability Principles as defined by Missimer (2013) (See 1.3.4, Fig. 1.1) were made. There were some references to social and human sustainability (see e.g., O'Toole and Bennis 2009), but no articles focused on these topics explicitly.

The issues discussed in the reviewed articles were found to relate to the SSPs in four different ways. The articles could:

1. Discuss a concept directly related to the SSPs (one or several) explicitly – e.g., the role of integrity or meaning within an organization;
2. Discuss barriers to the SSPs (one or several) explicitly – e.g., abusive supervision as a barrier to integrity within an organization;
3. Discuss barriers to the SSPs (one or several) without an explicit, direct connection to the SSPs – e.g., the impacts of abusive supervision on health, well-being, mental health etc.; and
4. Discuss issues related to barriers for the SSPs (one or several) without an explicit, direct connection and with a different focus – e.g. the impacts of abusive supervision on organizational performance.

The articles were mostly concerned with issues related to barriers for the SSPs as described in point 3 and 4. Barriers to the Social Sustainability Principles were discussed as problems, solutions or positive aspects that could remove barriers. All reviewed articles connect to the SSPs in some way.

3.2 The Social Sustainability Principles within Nine Primary Categories

The articles included in this study are organized in nine primary categories, comprising 95 subcategories (see Appendix B). Each primary category comprises articles that discuss similar or related topics and issues. The results presented are structured according to those nine primary categories. The examples selected for each primary category are representative for that primary category (see section “Methods”, 2.2.4). The nine primary categories are:

1. Overarching organizational culture and values

2. Ethical considerations and justice in organizations
3. Equity and diversity in organizations
4. Change, hierarchies, influence, and the design of work
5. Knowledge, learning, communication, and feedback
6. Leadership and management
7. Well-being, stress, and work-life balance
8. Relationships, interaction, emotions, and identity
9. Teamwork and collaboration

In the following sections, a short summary of the content of each primary category and its connection to the five SSPs is presented, followed by examples of how the articles in each primary category relate to the SSPs. The articles included within each primary category can be viewed in Appendix B. The examples are selected because they relate more directly to the SSPs. Furthermore, they are chosen to be representative of the other articles in the primary category, providing a general sense of the vast content that was examined.

3.2.1 Overarching Organizational Culture and Values

The primary category “Overarching organizational culture and values” contains articles with a more overarching focus on the organization’s core identity and culture, and its implications for individuals, the social system, and the performance of organizations. Different values are described as beneficial for organizations, such as having a culture of confidence (Kanter 2011a); or a culture of candor (O’Toole and Bennis 2009). Some overarching constructs like thriving at work (Niessen et al. 2012; Porath et al. 2012) and positivity in organizations (e.g., Wright and Quick 2009) are explored. The articles related to this primary category can be reviewed in Appendix B 1.

The following section presents examples of how the issues discussed in the articles in this primary category relate to the SSPs.

Integrity

Caring social networks and compassion in organizations are described as important for organizations and the health and well-being of the people in them (Atkins and Parker 2012).

Atkins and Parker argue that:

“Understanding the psychology of individual compassion [...] is crucial for developing effective approaches to enhancing compassion in organizations” (Atkins and Parker 2012, 524).

Their research explores the various dimensions of individual compassion and how one’s ability to display compassion within an organization can be influenced through interventions

to enhance “psychological flexibility” (Atkins and Parker 2012, 539). Psychological flexibility is a construct built on the combination of mindfulness and values-directed action.

A systematic lack of compassion in an organization could be a barrier to integrity within the organization since it affects physical and psychological health and well-being. Kark and Carmeli (2009) explore how psychological safety enhances creativity through vitality in an organizational setting.

“Various characteristics of the workgroup setting, relationships, and climate which enable employees to feel psychologically safe form a platform for employees to experience high levels of positive arousal, energy, engagement, and aliveness. This affective experience of vitality is likely to contribute to employees’ active involvement in exploration behaviors (e.g., seeking out novel ideas, thoughts, inventions, or new ways to do things)” (Kark and Carmeli 2009, 792).

“Our findings suggest that the interpersonal work context is of importance in enabling individuals to be involved in creative tasks [...] The present study sheds light on the role of psychological safety as a key enabler of employee involvement in creative work” (Kark and Carmeli 2009, 797).

Organizational interpersonal work environments that do not support psychological safety could, hence, pose a barrier to integrity in an organization since it could induce harm to the psychological well-being of people within the organization.

Influence

O’toole and Bennis (2009) argue for the need for transparency and knowledge transfer in economically, ethically and socially sustainable organizations. They describe a range of barriers to transparency and knowledge transfer:

“[...] Increasing transparency can be an uphill battle against human nature, however. The obstacles are numerous: macho executives who don't listen to their subordinates or punish them for bringing bad news; leaders who believe that information is power and hoard it; groupthink among team members who don't know how to disagree; boards that fail to question charismatic CEOs” (O’toole and Bennis 2009, abstract).

They present a culture of candor as a solution:

“The first step toward accomplishing that task (firms that are economically, ethically, and socially sustainable) is to create a culture of candor [...].Nevertheless, leaders can take steps to nurture transparency. By being open and candid, admitting their errors, encouraging employees to speak truth to power, and rewarding contrarians, executives can model the kind of conduct they want to see” (O’toole and Bennis 2009, abstract).

A lack of transparency and knowledge transfer could pose a barrier to influence within organizations since not everyone has access to information and knowledge that is required to have influence over the situation. Nurturing a culture of candor, within an organization could be a way to eliminate this barrier.

Competence

A culture of confidence is argued to be a valuable support in an organization, helping the people working within the organization deal with setbacks and low-points in a constructive way. This guards against adaptation of behaviors motivated by self-preservation or disengagement.

“Resilience is not simply an individual characteristic or a psychological phenomenon. It is helped or hindered by the surrounding system. Teams that are immersed in a culture of accountability, collaboration, and initiative are more likely to believe that they can weather any storm” (Fehr and Gelfand 2012 p. 677)

An organizational culture that does not support confidence and resilience in the face of difficulties could be a barrier to competence within organizations. When people lack confidence in their work situation, it negatively affects their ability to perform well during setbacks.

Detrimental conflicts can be a barrier to competence in an organization. Fehr and Gelfand (2012) describe that an organizational climate of forgiveness can support constructive ways to deal with interpersonal conflicts in organizations.

“[...] we argue that organizations’ core cultural values provide the bedrock of forgiveness climate emergence. Among these values are restorative justice, compassion, and temperance” (Fehr and Gelfand 2012, 667).

“We submit that forgiving organizations differ from others in how employees make sense of and ultimately react to conflict in constructive ways” (Fehr and Gelfand 2012, 677).

Porath et al. (2012) describe thriving at work as beneficial for learning and performance within organizations.

“People who are thriving experience growth and momentum marked by both a sense of feeling energized and alive (vitality) and a sense that they are continually improving and getting better at what they do (learning)” (Porath et al. 2012, 250).

Furthermore Porath et al. (2012) describe that thriving at work is embedded in the work context, and can be influenced by changes in the work environment.

“Thriving is a construct that [...] can be used to effectively manage performance improvement in a workplace” (Porath et al. 2012, 259).

Since “thriving at work” has beneficial outcomes for learning and performance within an organization, it could be argued that organizational environments that serve as obstacles for thriving at work could be barriers to competence within organizations.

Impartiality

There were no articles in this primary category connected to impartiality.

Meaning

Harrison et al. (2009) explore how organizations' efforts to provide meaning, together with the individuals' search for meaning and the legitimization of meaning from surrounding institutions, can attribute sacredness to organizations.

“In other words, we are interested in how virtues and ideals become integrated into the normative fabric that binds organizations to individuals and institutions to create connections that are so deeply meaningful that they are seen as sacred” (Harrison et al. 2009, 227).

This sense of sacredness gives a strong sense of meaning, but carries with it a big risk of broken trust and loss of faith (extending far beyond the organization) if the sacred values of the organization are violated (Harrison et al. 2009).

Sacredness therefore could be both a way to create meaning and a barrier to meaning, based on the consequences if the organization dishonors the values on which the sacredness is built.

3.2.2 Ethical Considerations and Justice

The primary category “Ethical considerations and justice” contains articles with a focus on transparency, ethics and justice in organizations. Different forms of organizational justice and fairness are discussed in association with for instance performance (Collins et al. 2012; Walumbwa et al. 2009), emotional exhaustion (Janssen et al. 2010), creativity (Khazanchi and Masterson 2011) and counterproductive work behavior (Holtz and Harold 2013; Khan et al. 2014). Ethical considerations and behaviours are mainly discussed in association with factors that influence ethical behaviours (e.g., O'Reilly and Aquino 2011; Bazerman and Tenbrunsel 2011; Desai 2011; Tenbrunsel et al. 2010). The articles related to this primary category can be reviewed in Appendix B 2.

The following section presents examples of how the issues discussed in the articles in this primary category relate to the SSPs.

Integrity

Janssen et al. (2010) investigate how perceptions of distributive justice influence the relationship between emotional exhaustion and work performance.

“[...] the present findings showed emotional exhaustion to be negatively related to the performance indicators of overall performance, emotional display, OCB-O, and OCB-I when employees perceived high levels of distributive justice surrounding the allocation of organizational resources; in case of perceptions of low distributive justice, emotional exhaustion was unrelated to any of these performance variables” (Janssen et al. 2010: 802).

The authors explain that the risk of investing resources into the work in a way that depletes personal resources and creates emotional exhaustion is higher when one perceives the organization as providing sufficient compensation and resources for the work. The internalization of the insufficient resources that follows from emotional exhaustion, if the distributive justice is perceived high, leads to lower performance. Furthermore, they argue that positive affect (emotional states like being active, enthusiastic, interested, and/or

inspired) can, to some extent, buffer the effects of emotional exhaustion on work performance (Janssen et al. 2010).

Organizational practices that promote perceived distributional justice could be a barrier to integrity within an organization if they encourage people to spend more personal resources than they have, and by creating stress from internalizing the lack of resources. The barrier could be buffered by an organizational environment that supports positive affect.

Influence

There were no articles in this primary category connected to influence.

Competence

Walumbwa et al. (2009) show that four aspects of organizational justice (distributive, procedural, interpersonal and informational) support voluntary learning behaviour, through organizational identification and high quality leader-member exchange (LMX).

“We found that learning is stronger when individuals identify with their employing firm and also possess a high-quality LMX relationship with their supervisors. For its part, identification was related to procedural and distributive justice, while LMX was related to interpersonal and informational justice” (Walumbwa et al. 2009: 118).

Further, they propose that voluntary learning behaviour leads to increased performance through learning (Walumbwa et al. 2009).

Injustice within organizations could, hence, be argued to pose barriers to competence because of its hindering effect on learning. Increased organizational justice could, therefore, take away barriers to competence through creating an environment that supports voluntary learning behaviours. If people in the organization are engaging in learning and developing within the work context, the organizations competence could be strengthened.

Impartiality

Webster and Beehr (2013) investigate how the employee’s perception of the organizations promotion decisions influence performance through organizational commitment.

“[...] employees had a strong tendency to believe their organizations’ promotion system was fair if they believed that promotion decisions were based on performance criteria, and they had a stronger tendency to believe they were unfair if they were based on non-performance criteria. [...]. When people perceive that performance IMCs (intra-organizational mobility channels) are the criteria for getting ahead, they reciprocate with being more committed to the organization directly as well as indirectly through their perceptions of being treated fairly, whereas those who believe non-performance IMCs are the means for getting ahead reciprocate with less commitment...organizational commitment mediated the relationship between promotional justice and performance (task performance and OCBs)” (Webster and Beehr 2013: 934 f).

The authors conclude that it is important to be explicitly transparent with how the promotion decisions are made within an organization, so that employees know that promotions are based on performance criteria (Webster and Beehr 2013).

Promotion decisions based on non-performance criteria (e.g. gender, ethnicity, attractiveness, favoritism) could be a barrier to impartiality within an organization, since it favors some individuals over others without relevance to the work outcome. Lack of transparency around the promotion decisions in an organization could be a barrier to impartiality if employees perceive that the promotions are based on non-performance criteria. If individuals working within the organization perceive the organization favoring people based on their gender, ethnicity, attractiveness, etc., this could influence the culture and values and the way people view each other in the organization.

Meaning

Sonenshein (2009) presents a theory around how employees, in some circumstances, can interpret strategic change implementation in ways that invokes ethical issues. The theory consists of four steps that he found present when employees constructed ethical issues from a change. The first step is a “starting issue”. The manager offers an interpretation about the change that is free from ethical connotation. If there are factors - “trigger points” - hindering the employee to adopt the meaning of the change that the manager offers, they start to make sense of the change on their own (Sonenshein 2009: 231). Trigger points can be cognitive or emotional reactions to the change, e.g. a sense of loss of identity. If there is no immediate sense of what the change means, and the environment gives ambiguous information about the meaning of the change, some employees make sense of it by using a welfare frame -what consequences the change has for them and their rights - and give the change meaning in the form of ethical issues, e.g. that the change is unfair. This alternative sense making has consequences for the organization since a shared purposeful meaning of the organizational change gets lost (Sonenshein 2009). Therefore, change implementation in organizations can be a barrier to the meaning of an organization if the employees are unable to adopt the manager’s sense making and are left to try to make meaning of the situation by themselves. This is especially true if they perceive the change as a loss.

3.2.3 Equity and Diversity in Organizations

The primary category “Equity and diversity in organizations” contains articles with a focus on diversity, gender and inequality in organizations. A few articles discuss social inequality in an organizational context (Davis and Cobb 2010; Gray and Kish-Gephart 2013; Belliveau 2012). The majority of the articles around gender discuss women and leadership (e.g., Barbulescu and Bidwell 2013; Dezsö and Ross 2012) and differences in pay between male and female executives (Datta et al. 2013; Kulich et al. 2011; O’Neill and O’Reilly 2010). A few articles discuss other gender related issues, e.g. organizational practices and gender roles (Ely and Meyerson 2010) or LGBT specific topics (e.g., Chuang et al. 2011; Hewlett and Sumberg 2011; Kleinbaum et al. 2013). Incivility and discrimination is mostly discussed in relation to consequences for performance (e.g., Porath and Pearson 2013; Sliter et al. 2012) and people in the organization (e.g., Diekmann et al. 2013; Ferguson 2012; O’Reilly and Aquino 2011). Diversity with respect to age, culture, ethnicity, etc. is discussed in relation to the value it can bring to organizations (e.g., Triana and García 2009; Yang and Konrad 2011)

and the problems that are associated with diversity in organizations (e.g., Dumas et al. 2013; Gevers and Peeters 2009; Mors 2010). Generational differences and age diversity is largely discussed with a focus on age related differences (e.g., Ng and Feldman 2009; Kooij et al. 2010; Kooij et al. 2011) and organizational and managerial practices that support older employees (e.g., Nahum-Shani and Bamberger 2011; Zacher and Frese 2011). The articles related to this primary category can be reviewed in Appendix B 3.

The following section presents examples of how the issues discussed in the articles in this primary category relate to the SSPs.

Integrity

Hoppe et al.(2014) investigate how racial/ethnic similarity affects job satisfaction and lumbar back health across racial/ ethnic groups. The authors argue that high status majority groups and low status minority groups react differently to racial/ethnic similarity at work depending on the status gain or loss from being associated with the high or low status of others.

“Our asymmetry hypothesis stated that racial/ethnic similarity and job satisfaction would be positively associated for whites and negatively associated for racial/ethnic minorities. The data supported the hypothesis for whites and Latinos but not for African-Americans” (Hoppe et al. 2014: 186).

Hoppe et al. argue that the relationship between racial/ethnic similarity and job-satisfaction and back health does vary between high status majority groups and low status minority groups, but also between different low status minority groups. They conclude that the impact of being part of a low status group in society and an organization may be more complex than they hypothesized.

The status differences between groups in society at large are present even within organizations (Hoppe 2014). These status differences affect how people view themselves and others. Differences in social status based on e.g. race or ethnicity can be a barrier to integrity within an organization since it is a cause for stress and has detrimental effects on physical, emotional, and mental health and well-being.

Influence

Davidson et al. (2012) discuss what organizations can do to become more open and diverse and to counteract the fact that most managers and leaders are white men. The authors describe that even when organizations want to become more diverse it is not an easy task.

“Individuals in all walks of life can be influenced by unconscious biases. In the business world, those biases can show up when managers, without realizing it, look out for and promote people who are like themselves” (Davidson et al. 2012: 143).

As experts, they advise organizations:

“To increase the representation of women, ethnically diverse individuals, people with disabilities, LGBT and other minorities in senior positions, a company must take a long-range view and start developing candidates at the very beginning of their careers [...] attaining organizational diversity is a journey. It starts with a commitment to building a

culture that supports the mission, and it includes goals to which leaders are held accountable as well as programs and processes that make the attainment of diversity much more likely” (Davidson et al. 2012: 143).

Lack of opportunities for different minorities in an organization could be a barrier to influence within the organization. If some people (e.g. white men) have a higher status in the organization solely due to their gender or skin color, their voice has more value than others and those with lower status will not have the same influence.

Competence

Hewlett and Sumberg (2011) describe, that there is strong evidence for the value of diversity in leadership for an organization’s innovative capacity. The authors distinguish between two dimensions of diversity; inherent diversity (e.g. gender, ethnicity and sexual orientation) and acquired diversity (traits gained from experience) and argue that both are necessary.

“2-D diversity unlocks innovation by creating an environment where ‘outside the box’ ideas are heard. When minorities form a critical mass and leaders value differences, all employees can find senior people to go to bat for compelling ideas and can persuade those in charge of budgets to deploy resources to develop those ideas” (Hewlett et al. 2011:30).

In their study, a large majority lack leadership with the two diversity dimensions.

“Without diverse leadership, women are 20% less likely than straight white men to win endorsement for their ideas; people of color are 24% less likely; and LGBTs are 21 % less likely. This costs their companies crucial market opportunities, because inherently diverse contributors understand the unmet needs in underleveraged markets” (Hewlett et al. 2011:30).

A lack of diversity and openness for differences could be a barrier for competence within an organization since it excludes valuable resources and individual competences from being utilized.

Impartiality

Gray and Kish-Gephart (2013) discuss how inequality is institutionalized within organizations through the enactment of social class. The authors explain how the use of stereotypes around low, middle, and upper classes are enforced and reproduced in organizations by individuals from all three classes through different mechanisms, which they call “class work”.

“[...] we go beyond the limited amount of work on social class in organizations to make the case that social class differences are, unfortunately, alive and well within organizations and that through various forms of class work employees and organizations reproduce these differences” (Gray and Kish-Gephart 2013: 691).

They argue that the myth of meritocracy (where merits and hard work is the reason for higher status and positions-upward mobility) legitimizes inequality within organizations, while the inequality is institutionalized and employees from different social classes have very different experiences within the organization (Gray and Kish-Gephart 2013).

“Clearly, the consequences of class work are extensive, especially for those at the lowest rungs of the ladder, but these impacts also deprive organizations of valuable talent” (Gray and Kish-Gephart 2013: 691).

Institutionalized social classes within organizations are a barrier to impartiality since it provides vastly different opportunities and consequences for people within the organization based on their relative social ranking from social class stereotypes.

Meaning

Taylor et al. (2012) investigate how incivility within an organization affects performance through affective commitment to the organization. The authors argue that individuals often attribute negative interactions with people within the organization to the organization itself. They, therefore, lessen their affective commitment to the organization and their work effort.

“[...] workplace incivility was negatively associated with citizenship performance [...] and affective commitment” (Taylor et al.: 886).

Further, Taylor et al. show that the negative effect of workplace incivility is more severe for individuals high in conscientiousness (individuals who are organized, systematic, efficient and dependable).

“We tested and found support for a moderated mediation framework in which affective commitment mediated the relationship between experienced workplace incivility and citizenship performance, and, at the same time, conscientiousness moderated (the first stage of) this mediated relationship” (Taylor et al.: 887).

Systematic patterns of incivility could be a barrier to meaning within an organization. Affective commitment indicates an individual’s emotional bond to the organization (Taylor et al 2012). This feeling of being a part of the organization is part of creating a sense of belonging and meaning, which could be hindered by incivility in the social exchange between people in the organization.

3.2.4 Change, hierarchies, influence, and the design of work

The primary category ”Change, hierarchies, influence, and the design of work” contains articles that focus on factors that relate to the design of work. Some factors influencing change processes in organizations are discussed, like leaders emotional aperture (Sanchez-Burks and Huy 2009), employee engagement (Sonenshein and Dholakia 2012) and negotiating meaning (Thomas et al. 2011). Different views on hierarchies (e.g., Anderson and Brown 2010) and management roles (e.g., Hamel 2011) are mentioned, as well as articles investigating influence and employee voice (e.g., Burriss et al. 2013; Detert and Treviño 2010) and empowerment (e.g., Huang et al. 2010). Some articles describe different approaches to designing work; job crafting (e.g., Berg et al. 2010), idiosyncratic deals (Hornung et al. 2010) and job design (e.g., Davis 2010; DeVaro 2010; Cohen 2013) as well as implications of how work is designed (e.g., Johns 2010; Weigelt and Miller 2013). Various aspects of work–family conflicts and family-friendly workplaces are discussed (e.g., Bhavet et al. 2013; Bloom et al. 2011; van Steenbergen and Ellemers 2009). This primary category also contains articles that focus on factors in the work design that influences creativity

(e.g., Garriga et al. 2013; Binnewies and Wörnlein 2011; Kark and Carmeli 2009), organizational identification (e.g., Cooper and Thatcher 2010; Epitropaki 2013; Jones and Volpe 2011), workplace commitment and citizenship behavior (e.g., Bolino et al. 2010; Spence et al. 2011), and collective psychological ownership within work (e.g., Pierce and Jussila 2010). Factors that impact different types of motivation like compensation (e.g., Young et al. 2012), intrinsic interest and creativity (e.g., Eisenberger and Aselage 2009), and affective experiences (e.g., Seo et al. 2010) are discussed. The articles related to this primary category can be reviewed in Appendix B 4. The following section presents examples of how the issues discussed in the articles in this primary category relate to the SSPs.

Integrity

Van Steenbergen and Ellemers (2009) investigate how work-family (WF) and family-work (FW) conflict and facilitation experiences influences health and work performance.

“[...] we were able to show that the experience of WF conflict related to poorer scores on these health outcomes, whereas WF and FW facilitation experiences were related to better scores on these health indicators. The experience of FW conflict was not related to any of the objective health indicators we measured [...] we found support for the claim that employees’ facilitation experiences in role combination predict increased performance levels at work” (van Steenbergen and Ellemers 2009: 636f).

Furthermore, the authors suggest that their findings contribute to:

“[...] building a “business case” for organizations to support employees in combining work and family responsibilities” (van Steenbergen and Ellemers 2009: 638).

Organizational practices that give rise to work-family conflict could be a barrier to integrity depending on the detrimental health effects associated with work-family conflict. On the other hand, organizational support for combining work and family roles could be an opportunity to break this barrier within organizations since the experience that work and family roles support each other is associated with beneficial health outcomes.

Influence

Huang et al. (2010) investigate whether participative leadership enhances work performance by inducing psychological empowerment or trust in the supervisor, and if there is a difference between managerial and non-managerial employees. The authors show that leadership based on respect, interest in employee’s opinions and experience, and participation in decision making, does induce psychological empowerment and trust in the supervisor for both managerial and non-managerial employees in similar ways. However, psychological empowerment is stronger connected to performance for managerial employees and trust in supervisor is stronger connected to performance for non-managerial employees. Their conclusion of the study is:

“It appears that, in order to encourage managerial subordinates to devote extra effort to their work, superiors of middle managers should focus more on how to help their subordinates generate feelings of meaningfulness, competence, self-determination, and impact when exercising participative leadership.[...] In contrast, superiors of lower level employees should pay more attention to the relational aspects of participative management. This can be

achieved by not only involving the lower level employees in decision making but also by being open to their opinions and suggestions, by giving them more guidance and social support, and by showing respect and concern when interacting with them [...]”(Huang et al. 2010: 138). The article focuses more on the performance outcome of participative leadership than the organizational gain of enhanced influence. Nevertheless, participative leadership could be an opportunity to counteract barriers to influence within organizations, since it allows a broad range of influence from employees in the leadership of an organization.

Competence

Goffee and Jones (2013) describe the result of their research on how organizations best can support people to do good work. The authors found six common points applicable to different kinds of organizations.

“[...] we found six common imperatives. Together they describe an organization that operates at its fullest potential by allowing people to do their best work. We call this “the organization of your dreams.” In a nutshell, it’s a company where individual differences are nurtured; information is not suppressed or spun; the company adds value to employees, rather than merely extracting it from them; the organization stands for something meaningful; and there are no stupid rules ” (Goffee and Jones 2013:99).

Further they argue:

“The ideal company makes its best employees even better – and the least of them better than they ever thought they could be” (Goffee and Jones 2013:102).

“People want to do good work – to feel they matter in an organization that makes a difference. They want to work in a place that magnifies their strengths, not their weaknesses. For that they need some autonomy and structure, and the organization must be coherent, honest, and open” (Goffee and Jones 2013:106).

The authors conclude that the ideal organization is not easily achieved, but there are examples of organizations that have advanced towards being authentic organizations realizing more the human potential at work. Hence, it is important to not underestimate the challenge and obstacles on the way there.

The article of Goffee and Jones (2013) relates to barriers to all SSPs, even though less to integrity. As for competence, organizational practices that does not support employees to use their strengths and excel at what they do could pose barriers to competence within an organization. Organizations could remove some of the barriers to competence by giving employees opportunities to work from their strengths and learn and develop new skills.

Impartiality

Konrad and Yang (2012) investigate how the use of work-life interface benefits, for example, scheduling flexibility, reduced work hours, and working from home influences promotions for women, men, lone parents and parents with partners. The authors state that:

“Although employees rate work–life interface benefits as highly desirable [...], many worry that using these benefits is a “career-limiting move” that reduces one’s chances for promotion [...]” (Konrad and Yang 2012: 1095).

The results of the study indicate that these worries are unwarranted for most employees.

“The number of flexibility benefits used showed a significant and positive main effect on promotions [...] The impact of using a flexibility benefit on the odds of subsequent promotion was 1.15 [...], indicating that workers who used a flexibility option in 2001 were 14 per cent more likely to receive a promotion by 2002 than their equivalent counterparts who did not use a flexibility option” (Konrad and Yang 2012: 1105).

They discuss that the gained resources for employees using work-life interface benefits outweighs the potential initial stigmatization from using them for all but for lone parents with young children (Konrad and Yang 2012).

Work-life interface benefits within organizations could help bridge systematic barriers to impartiality by creating conditions that support employees in managing their double roles more resourcefully, and thereby help, for example, parents to perform within the work on more equal terms.

Meaning

Jones and Volpe (2011) research in what ways social networks support organizational identification, especially when combined with organizational distinctiveness and prestige.

The authors found that:

“[...] in addition to perceptions of organizational distinctiveness, organizationally affiliated network size positively influenced the strength of individuals’ organizational identification by promoting communication with others as a process of identity interpretation and enactment. [...] Furthermore, we found that relationship strength amplified the effect of organizational prestige on organizational identification; organizational prestige had no direct effect on organizational identification for this sample” (Jones and Volpe 2011: 425).

They argue, based on previous research, that individual organizational identification has benefits for organizations and conclude:

“In essence, social networks generate meaning and identities that underpin identification processes. Interestingly, our findings showed that strong ties did not have a direct effect” (Jones and Volpe 2011: 426).

Identification is closely related to meaning, since identification narratives are part of the process of making sense of one self and one’s environment. Therefore, organizational identification is a part of creating meaning of the organization as a social system. The size of an individual’s network within the organization, in addition to perceptions of organizational distinctiveness, was argued to support identification with the organization. Hence, organizational practices that support social interaction could counteract barriers for meaning within the organization.

3.2.5 Knowledge, Learning and Feedback

The primary category “Knowledge, learning and feedback” contains articles with a focus on learning and knowledge within organizations. Some articles relate to knowledge as a resource within organizations (e.g., Cowan and Jonard 2009; Wang et al. 2009), the creation of knowledge and knowledge transfer (e.g., Kane 2010; Morris and Oldroyd 2009; Ployhart and Moliterno 2011) and hiding knowledge (e.g., Brinsfield 2013; Connelly et al. 2012). Implications of information technology is discussed (e.g., Mazmanian et al. 2013) as well as communication (Morris and Oldroyd 2009; Neeley 2013). Different factors that influence learning within organizations are covered, for example, structure (Bunderson and Boumgarden 2010), power and status (Bunderson and Reagans 2011), and high quality relationships and psychological safety (Carmeli and Gittell 2009). Benefits of learning within organizations such as performance (Di Milia and Birdi 2010), adaptability (Reeves and Deimler 2011), and thriving at work (Niessen et al. 2012) are highlighted. Learning from feedback (e.g., Jordan and Audia 2012), factors influencing feedback outcomes (M. Triana et al. 2013; Van Dijk and Kluger 2011; Whitman et al. 2014), and benefits of positive feedback (Hinkin and Schriesheim 2009) are discussed. The articles related to this primary category can be reviewed in Appendix B 5.

The following section presents examples of how the issues discussed in the articles in this primary category related to the SSPs.

Integrity

Whitman et al. (2014) propose and test a model describing how abusive supervision leads to feedback avoidance by abused subordinates through emotional exhaustion. Abusive supervision is defined as [...] “sustained display of hostile verbal and nonverbal behaviors, excluding physical contact” (Whitman et al 2014:38). The authors argue that:

“[...] our findings indicate that under stressful situations (having an abusive supervisor), exhausted subordinates will withdraw from their supervisor (feedback avoidance) in order to cope with or adapt to the situation. What is most interesting, however, is the negative effect that the withdrawal has on subordinates’ subsequent well-being. Although subordinates may avoid their abusive supervisor as a way to lessen or alleviate the stress, this strategy seems to cause more harm than good for subordinates” (Whitman et al 2014:49).

The authors propose a negative spiral, where abusive supervision can lead to resource loss and emotional exhaustion in subordinates, which can lead to feedback avoidance. This, in turn can lead to resource depletion and emotional exhaustion. Avoiding feedback from supervisors can protect temporarily from abuse, but at the same time it takes away opportunities for learning and costs resources.

Abusive supervision within an organization could be a barrier to integrity because of its impact on emotional exhaustion and stress, especially if the organization systematically allows abusive supervision.

Influence

Huber and Lewis (2011) discuss how cross-understanding and shared social theories could influence decision making in groups. They describe the concepts:

“Cross-understanding refers to the extent to which group members have accurate understandings of other member’s mental models [...] SSTs (Shared Social Theories), conceptualized in previous work as shared beliefs, values, norms, identities, or assumptions” (Huber and Lewis 2011:422).

In other words, cross-understanding describes how group members understand each other’s different views and SSTs are the shared views of the group. They argue that groups high in both cross-understanding and SSTs have the best pre-conditions for a smooth decision making process with the outcome of high quality decisions. Shared social theories create a common ground for the group and cross-understanding helps to ensure that different views are taken into consideration and the pressure to conform to the shared mental models of the group are balanced (Huber and Lewis 2011).

This article discusses the interaction between shared mental models (values, norms, beliefs) and cross-understanding of the diversity of individual mental models on a group level. If it is possible to extend their argument to an organizational level, strong shared mental models within an organization, without room for or consideration of different individual mental models (cross-understanding), could be a barrier to influence, since it could be a mechanism for censoring thoughts, ideas and input.

Competence

Carmeli and Gittell (2009) investigate the relationship between high-quality relationships (shared goals, shared knowledge and mutual respect), psychological safety and learning from failures in work organizations. They found that:

“[...] psychological safety is significantly related to learning from failures... Moreover, the results [...] also support our newly proposed hypothesis that high-quality relationships are significantly associated with psychological safety [...] The forms of high-quality relationships found in relational coordination—shared goals, shared knowledge, and mutual respect—appear to be conducive to the development of psychological safety, or the perception that it is safe to speak up about errors and problems without fearing the consequences of such actions [...] both direct and indirect relationships exist between high-quality relationships and learning from failures” (Carmeli and Gittell 2009:722)

In other words, relationships within an organization, based on shared goals, shared knowledge and mutual respect foster a climate that supports people in the organization to feel safe enough to express themselves and speak up about failures within the organization so that they personally and the organization collectively can learn from them, instead of trying to blame others (Carmeli and Gittell 2009).

Missing systematic conditions for high quality relationships within an organization could be a barrier to competence since it makes it harder for people and the organization to learn from failure. In the same way, an environment that is not conducive to psychological safety could be a barrier to competence.

Impartiality

Triana et al. (2013) investigate how workload, performance feedback, and racial distance impact the amount of help team members get. They found that team members with a

proportionally higher workload received more help and team members that were racially distant from other team members received less help. Negative or positive feedback towards the one in need of help did not influence the amount of help received.

“Our finding that team members withheld helping behavior from others who had a need and were not performing well when they were racially distant is troublesome considering the high levels of outcome interdependence among our teams, which was reinforced by offering a team-level cash prize. Despite the interdependence of the teams, team members were unable or unwilling to provide needed help when feedback recipients were racially distant” (Triana et al. 2013:1137). The authors propose that racial distance has greatest implications on helping behavior in the beginning, before the team members gotten to know each other. They propose:

“Perhaps it would be fruitful for organizations with racially diverse teams to train teams together before they have to perform or to hold team-building activities early in the team’s life cycle so that team members can get to know each other and understand their deep-level similarities more quickly” (Triana et al. 2013:1137).

The fact that team members in an organization which are racially distant from the rest of their team receive less help, could be a barrier to impartiality within an organization since they are treated differently than others dependent on a variable they cannot control.

Meaning

There were no articles in this primary category that were connected to meaning.

3.2.6 Leadership and Management

The primary category “Leadership and management” contains articles with a focus on leadership and management issues that relate to social sustainability. Some articles discuss middle managers’ role in today’s organizations (e.g., Ahearne et al. 2014; Gratton 2011; Mintzberg 2009). Different leadership styles are covered, e.g. transformational leadership (e.g., Carter et al. 2013; Gilmore et al. 2013; Kovjanic et al. 2012), inspirational leadership (e.g., Joshi et al. 2009), ethical leadership (Piccolo et al. 2010), benevolent leadership (Wang and Cheng 2010). Different aspects of leadership are discussed, e.g. ambivalence (Plambeck and Weber 2009), or social cognition (G. Thomas et al. 2013). Some articles discuss leadership in teams (e.g., Brett et al. 2009; Walumbwa et al. 2011). Characteristics and outcomes from abusive supervision are investigated (e.g., Crane 2013; Kanter 2011b; Mawritz et al. 2014), as well as different approaches leaders could use such as structuring organizations to elicit guilt as a reaction to failure (Bohns and Flynn 2013), mindfulness (Langer 2014), and smart rules (Morieux 2011). Compensation for Chief Executive Officers (CEOs) is discussed (e.g., Chng et al. 2012), as well as factors important for leaders to maintain personal resources (Groysberg and Abrahams 2014) and factors influencing leaders and managers e.g. employees voicing discontent (Kim et al. 2009). Some articles discuss learning in relation to leadership (e.g. Friel and Duboff 2009; Gino and Pisano 2011). The articles related to this primary category can be reviewed in Appendix B 6.

The following section presents examples of how the issues discussed in the articles in this primary category related to the SSPs.

Integrity

Macik-Frey et al. (2009) propose that authentic, highly effective leadership could be a source for positive health for followers.

“Authentic leaders provide a supportive and positive environment where positive mood is nurtured. The authentic leader influences followers through unconditional trust on the part of the follower, positive emotions, and a commitment to foster self-determination and growth in their followers. These transformational behaviors can also be conceptualized as a health promoting strategy in followers as well” (Macik-Frey et al. 2009:457). The authors refer to a concept of positive health from Ryff and Singer from 1998 containing four core elements (Macik-Frey et al. 2009: 453):

“1. Leading a Life of Purpose; 2. Quality Connections to Others; 3. Positive Self-Regard and Mastery; 4. Perception of Negative Events as Paths to Meaning and Purpose”.

They argue that healthy attachment and positive emotions are two factors with which authentic leadership may impact follower’s health (Macik-Frey et al. 2009).

Dysfunctional attachment and negative emotions transferred through leadership in a systematic way could be barriers to integrity within an organization since healthy attachment is important for people’s health and well-being and since negative emotions are taxing and stressful for people to deal with. Authentic leadership could, based on Macik-Frey et al. (2009), be an opportunity to remove these barriers.

Influence

Van Buren and Safferstone (2009) investigated which factors made new leaders successful. They found that leaders who strived for a personal quick win to prove their leadership capacity failed, while leaders focusing on a collective quick win that included the team were successful. The authors describe five common mistakes of leaders who focus too much on themselves: focusing too heavily on details, reacting negatively to criticism, intimidating others, jumping to conclusions, and micromanaging (Van Buren and Safferstone 2009). Further they argue that:

“Our analysis demonstrates that leaders who make the most successful transitions do, intact, focus relentlessly on quick wins. But they focus on a different kind of achievement. Rather than riding roughshod over others to prove themselves, they pursue what we’ve termed “collective quick wins,” accomplishments that make their entire teams look good” (Van Buren and Safferstone 2009:59).

Leaders who focus more on proving themselves than on the needs of the team or organization, could pose a barrier to influence within an organization since they do not include others in the decision making process even when it would be appropriate to do so.

Competence

Carter et al. (2013) investigate in what way transformational leadership supports employee performance during periods of organizational change.

“We found that transformational leadership was related to employees’ performance (i.e., task performance and OCB) mainly through the quality of the relationship developed between managers and employees [...] the frequency with which changes occurred in the teams moderated the link between relationship quality and performance [...] showed that this link was stronger when change frequency was high” Carter et al. 2013).

The authors explain that when changes are high in frequency, employees need more support and encouragement from their managers to keep their confidence and maintain performance levels (Carter et al. 2013).

Continuous incremental change is often necessary for organizations to survive today (Carter et al. 2013). Nevertheless, these continuous changes could bring with them barriers for competence within an organization if employees do not receive sufficient support to cope with the change and maintain their confidence and ability to perform their tasks. Transformational leadership could be an opportunity to counteract these barriers.

Impartiality

Wiesenfeld et al. (2011) describe how organizations tend to promote high leaders based on display of power rather than fairness, even when the power displays are rude.

“Decisions about high-level promotion most often center on perceptions of power, not fairness” (Wiesenfeld et al. 2011:26).

The authors mean that this has high costs for organizations since fair leadership is generally more effective.

“Numerous academic studies have shown that the most effective leaders are generally those who give employees voice, treat them with dignity and consistency, and base decisions on accurate and complete information” (Wiesenfeld et al. 2011:26).

To systematically reward power displays as strong leadership within organizations could be a barrier to impartiality since it rewards the display of inequality as something desirable and reproduces leadership based on status differences.

Meaning

Joshi et al. (2009) investigate if “Inspirational Leadership” could be a way to enhance performance through trust and commitment in geographically dispersed teams (Joshi et al. 2009: 241). Trust and commitment are described as both crucial for the success of dispersed teams and hard to achieve. The authors argue that leaders of dispersed teams cannot rely on proximity and close personalized contact to build trust and commitment, instead they propose that leaders need to develop socialized relationships, created around a message and mission, instead of relationships based on their personality.

“Our findings support the contention that by cultivating socialized relationships with team members, which rely on a collective message and emphasize the mission and goals of the team, inspirational leaders are able to foster attitudes directed at the collective team entity” (Joshi et al. 2009:249).

Geographically dispersed teams could bring with them barriers to meaning within an organization since social interaction is an important factor in creating narratives and identification with the team and organization. Inspirational leadership could be an opportunity to counteract these barriers by supporting commitment and trust by providing a shared vision and purpose, and tying the team members to the collective mission of the team.

3.2.7 Well-being, Stress and Work-life Balance

The primary category “Well-being, stress and work-life balance” contains articles with a focus on health and well-being in an organizational context. Many articles discuss how different factors within an organization like compensation (e.g., Bhawe et al. 2013), work recovery (e.g., Binnewies et al. 2009; Lilius 2012), changes in job demands (Schaufeli et al. 2009), and supervisor support (Paterson et al. 2014) impact health, well-being or stress and burn out. Psychological capital is discussed in relation to, for example, resilience (Seligman 2011) and thriving at work (Paterson et al. 2014). Some articles focus on the return on investment for organizational interventions to support employee health (e.g., Berry et al. 2010; Blackburn 2009; Wright and Huang 2012). The articles related to this primary category can be reviewed in Appendix B 7.

The following section presents examples of how the issues discussed in the articles in this primary category related to the SSPs.

Integrity

Schaufeli et al. (2009) investigate how changes in job demands and job resources predict burnout, work engagement and absenteeism due to sickness. The authors found that:

“[...] changes in job demands predict future burnout and burnout predicts future absence duration. In addition, work engagement was found to predict future absence frequency.[...] In order to be effective in reducing burnout—and thus absence duration—two avenues may be followed. First, reducing exposure to job demands such as work overload, emotional demands, and work–home interference, and second, providing job resources such as job autonomy, learning opportunities, social support, and performance feedback” (Schaufeli et al. 2009: 911).

In other words, an increase in job demands increases the frequency of burnout and a rise in job resources increases the frequency of engagement and well-being (Schaufeli et al. 2009).

Hence a lack of job resources and high job demands within an organization could be barriers to integrity through their impact on burnout and well-being.

Influence

Kanter (2010) makes a case against powerlessness in organizations and argues for empowering people:

“Powerlessness burgeons in blame cultures [...]. The powerless retaliate through subtle sabotage [...]. Negativity and low aspirations show up in behaviors psychologists call defensive pessimism, learned helplessness, and passive aggression [...].It doesn't have to be that way. Every change can be an occasion for empowerment, in which people add their own

hopes and ideas to common goals. Leaders can give them more control over their circumstances [...] Deep and wide involvement can spread power” (Kanter 2010:36).

Organizational and managerial practices that foster powerlessness within an organization are a barrier to influence since it excludes people from having influence, both in providing limited information and having no say in matters that affect them.

Competence

Paterson et al. (2014) investigate the impact of psychological capital (PsyCap) and a supportive supervisor climate on thriving at work through task focus and heedful relating. PsyCap is a concept that consists of hope, efficiency, resilience and optimism. A supportive supervisor climate can be developed where supervisors express concern for the well-being of their subordinates, support their career development, and value the work they do (Paterson et al. 2014).

Thriving at work, which is described as a concept of vitality and learning, has an impact on self-development and performance, and is closely related to agentic work behaviors. The authors claim that:

“Specifically, this study provides empirical evidence that PsyCap [...] results in significantly higher levels of agentic work behaviors and thus contributes to thriving at work [...]. This study provides empirical evidence that by taking an interest in the well-being and development of subordinates, supervisors can establish a supportive work environment that provides the climate necessary for employees to take appropriate risks, explore new ways of doing things, and act agentially. These agentic work behaviors lead, in turn, to thriving at work” (Paterson et al. 2014: 443).

In other words, a supportive supervisor climate and high psychological capital increases vitality and learning, and thereby thriving at work, which in turn increases self-development and performance.

Thriving could be a concept closely related to the Social Sustainability Principle competence. A supportive supervisor climate could hence be a way to remove some of the barriers to competence within an organization, as could organizational interventions to support psychological capital.

Impartiality

Blackburn (2009) argues for extensive weight loss programs within organizations:

“Such programs hold particular promise for the roughly two-thirds of Americans who are overweight, including the one-third who are obese. The extra weight puts people at higher risk for many chronic health issues, including diabetes, heart disease, certain cancers, depression, and back and knee problems [...]. A focus on weight loss should not be construed as stigmatizing people with serious weight issues. It's a universal problem, and environmental factors, such as sedentary jobs and round-the-clock access to high-calorie foods, greatly contribute to it. Most Americans age 18 to 65 spend the bulk of their waking hours at work, and work environments that promote good health benefit everyone, not just people who are overweight” (Blackburn 2009:30).

Being overweight is a sign of inequality in society and in organizations, since especially groups with fewer resources have a higher frequency of being overweight and obesity (Wilkinson and Pickett 2009). Accessible weight loss programs that give employees attractive options for exercise and healthy food without large costs could relieve barriers to impartiality, both within organizations and society at large.

Meaning

Fernet et al. (2010) investigate when the quality of relationships with co-workers predicts burnout and if it differs between people with self-determined or controlled work motivation. Burnout is described to contain three parts: emotional exhaustion, depersonalization, and reduced personal accomplishments. The authors found that:

“[...] the more employees reported high-quality relationships with co-workers and the more they valued and enjoyed their work, the less they experienced burnout symptoms over time [...]. It was expected that employees with low self-determined work motivation would benefit more from high-quality relationships than those with high self-determined motivation. A two-year follow-up model using SEM analysis supported this hypothesis” (Fernet et al. 2010: 1173).

Further the authors suggest that this could imply that there is a substitution relationship between self-determined work motivation and high quality co-worker relationships (Fernet et al. 2010).

Self-determined work motivation is autonomous motivation that builds either on that work is perceived as enjoyable in itself (intrinsic motivation), or on that one identifies with that the work is meaningful (identified regulation) (Fernet et al. 2010). Hence, the lack of meaning within an organization, both with regards to the purpose of the work and the identification as a social system could have a negative impact on burnout for individuals within the organization.

3.2.8 Relationships, Interaction, Emotions and Identity

The primary category “Relationships, interaction, emotions and identity” contains articles with a focus on relationships, trust, interaction, and the role of emotions and identity. Some articles discuss reciprocal and non-reciprocal relationships in organizations (e.g., Ballinger and Rockmann 2010; Hoffer et al. 2012), as well as organizational outcomes of relationships (e.g., Li and Tan 2013; Hayton et al. 2012; Ozcelik 2013). Effects and causes of conflict within teams and organizations are covered (e.g., Bendersky and Hays 2012; Choi and Sy 2010; Jiang et al. 2013), as well as relationship and trust repair (Kahn et al. 2013; Kim et al. 2009; Ren and Gray 2009). Some articles discuss the benefit of trust within organizations (e.g., Li and Tan 2013; Lau et al. 2014) and trustworthiness (e.g., Klotz et al. 2013). A range of factors that influence interactions, specifically within groups, are investigated, such as norms or values around helping behavior (e.g., George et al. 2012), diversity and dissimilarity (e.g., Han et al. 2014), cross-understanding (e.g., Huber and Lewis 2010), and routines and work tasks (e.g., Loch et al. 2013; Nouri et al. 2013). The role of emotions and affect in itself (Beal and Ghandour 2011; DeWall 2011) or in relation to, for example, relationships (e.g. Kilduff et al. 2010) and performance (e.g., Delgado-García and De La Fuente-Sabaté 2010; Janssen et al. 2010) are discussed. Self-identities and work identities are

investigated (e.g., Dutton et al. 2010; Obaduro 2012), as well as the effects of identification processes (e.g., Johnson et al. 2010) and identity conflict and loss (e.g., Fiol et al. 2009). The articles related to this primary category can be reviewed in Appendix B 8.

The following section presents examples of how the issues discussed in the articles in this primary category related to the SSPs.

Integrity

Chang et al. (2012) investigate how an organizational violence-prevention climate and exposure to workplace violence affect how employees take action to prevent violence (violence prevention behaviours). They found that the three different parts of violence-prevention climate (Policies and Procedures regarding violence, Practices and Responses regarding violence, and Pressure to ignore violence prevention measures) all were related to prevention behaviours, but through different mechanisms. Experiences of workplace violence were negatively associated with violence prevention behaviours. The authors argue that leaders have an important role in fostering and upholding strong violence-prevention climates in organizations.

“[...] leader behaviors may be related to the frequency of violent or aggressive incidents through their effects on violence-prevention climate, such as effective leadership improves general climate and employees’ subsequent willingness and capabilities to engage in prevention behaviours” (Chang et al. 2012:670).

Workplace violence could be a barrier to integrity within organizations since it has severe detrimental effects for people’s physical, psychological and emotional health. Well-functioning violence-prevention climate within organizations could be a way to reduce this barrier, and support people within the organization to engage in violence-prevention behaviours.

Influence

Dutton et al. (2010) provide four different ways work identities can be positive. The authors assume that people strive to construct positive work identities and they mention that organizations have impact on employee’s identity construction since identities are created through interaction with one’s environment.

“[...] our typology helps organizational researchers recognize that there are four distinct ways in which positive identity construction can influence important outcomes: through the virtuous content of an identity [...], through the regard an individual has for an identity [...], through the path or trajectory of developing the identity [...], and through the structure of the identity” (Dutton et al. 2010:280)

“In a world where workplaces leave their marks on employees through a variety of means, we hope to open up consideration of and investment in how organizations can be sites of positive identity construction in ways that add value to the individual beyond” (Dutton et al. 2010:285).

One way that organizations could impact the identity construction of its people, is through the influence it attributes them. If there are ample opportunities for influence and people are

treated as valuable and accountable parts of the organization, this could support positive work identities. Barriers to influence within organizations could also be barriers to positive identity construction.

Competence

Mussel (2013) investigates whether the construct epistemological curiosity predicts job performance on an individual level. The author found that curiosity has a significant impact on performance for the type of jobs he investigated (jobs with high demands for learning and adapting to new situations).

“Given the changes in the world of work as a result of globalization, economic changes, or technological developments, it can be expected that demands for which curiosity is a relevant predictor will become more and more important; therefore, it can be assumed that curiosity is more important today than it used to be, and it can be predicted that its significance is likely to rise, rather than to decline [...]. Results from the present study suggested that curiosity has high predictive validity for task performance” (Mussel 2013:466f). Mussel (2013) investigated curiosity as a personal trait but he also mention the possibility to foster curiosity in an organizational setting. Given the relationship between curiosity and both learning and performance, curiosity might be connected to competence. Even if Mussel (2013) investigated curiosity as a personality trait, it would be of interest to see how contextual factors in an organization relate to curiosity and in that case find factors that act as barriers to competence through hindering curiosity.

Impartiality

Khan et al. (2014) investigate the impact of organizational justice on counterproductive work behavior in the face of episodic envy. Their results indicate when a person experience envy because someone else gets something the person wanted, the likelihood of acting out this envy in negative behavior towards the envied person or organization increases with high procedural justice. The authors explain this through an attribution process. When one cannot blame the organization for the negative outcome, one has to blame the self, and that causes feelings negative to one’s self image, that could ignite negative hostile behavior towards others.

“[...] we demonstrated that when employees experience envy, positive perceptions of justice may actually have a negative effect on their behaviors. Our results revealed that procedural justice perceptions of own outcome and the envied other’s outcome moderated the effects of envy on counterproductive work behaviors and that this interaction effect was mediated by internal attributions” (Khan et al. 2014:140).

Organizational justice could be a way to counteract barriers towards impartiality within organizations. The results from Khan et al. (2014) indicate, however, even if an organization is judged to be just, there could be other barriers within the organization that hinders people from seeing each other as equals. Some of these may be individual, but some may also be systemic organizational barriers.

Meaning

Johnson et al. (2010) describe a model explaining how employee self-identity and regulatory focus influence an individual's commitment towards work and the work organization. The authors explain that the combination of collective, relational or individual level self-identity, together with promotion or prevention focused motivational focus will create different forms of commitment to work. The authors describe three different types of commitment which could be connected to the organization, a supervisor or the self: affective commitment, normative commitment, and continuance commitment. Affective commitment is related to intrinsic motivation, through identification and internalization of values and goals connected to the organization or supervisor, and is associated with promotion focused motivation. Normative commitment, on the other hand, is related to extrinsic motivation, through introjection or compliance and is associated with prevention focused motivation (R. E. Johnson et al. 2010).

Commitment in a work context refers to the bond an individual has to some target that is associated with their work, most often a social entity (Johnson et al. 2010). Hence, it relates to the way an individual makes sense of their connection to the organization and their work. This relates to the meaning inherent in the organization as a social system. Johnson et al.'s (2010) model argues that individuals with different motivational focus and self-identity levels connect in different ways to their organization. This could give insight when trying to find ways to counteract barriers to meaning within an organization. A strong vision for the organization could be a way to articulate a shared sense of meaning for some people, but not connect others to the organization at all.

3.2.9 Teamwork and Collaboration

The primary category "Teamwork and collaboration" contains articles with a focus on group processes (e.g., Bartel and Wiesenfeld 2013; Carton and Cummings 2012), learning in a team context (e.g., Bresman 2010; Bunderson and Boumgarden 2010), team performance (e.g., Bezrukova et al. 2009; Leonardi 2011; Shamsie and Mannor 2013), and collaboration within organizations (Adler et al 2011; Marcus and Le 2013; Benkler 2011; Skilton and Dooley 2010). The articles related to this primary category can be reviewed in Appendix B 9.

The following section presents examples of how the issues discussed in the articles in this primary category related to the SSPs.

Integrity

Perlow and Porter (2009) present an experiment in a company that has made predictable time off required in their teams as a way to break the "24/7 mentality".

"Professional services firms typically have a 24/7 on-call culture [...]. Yet our research over the past four years in several North American offices of the Boston Consulting Group (BCG) suggests that it is perfectly possible for consultants and other professionals to meet the highest standards of service and still have planned, uninterrupted time off. Indeed, we found that when the assumption that everyone needs to be always available was collectively challenged, not only could individuals take time off, but their work actually benefited. Our experiments with time off resulted in more open dialogue among team members, which is valuable in itself. But the improved communication also sparked new processes that

enhanced the teams' ability to work most efficiently and effectively” (Perlov and Porter 2009:102, 104)

The authors describe that even if the experiment with predictable time off received resistance in the initial stages, the participants soon came to value the time off.

Extended work weeks and constantly being on call could be barriers to integrity within an organization since time off from work is important to recover from work and keep a healthy work-life balance, as is the ability to relax and not think about work or being on call.

Influence

Ibarra and Hansen (2011) based on their research argue for collaborative leadership. They show a number of examples of businesses and leaders who invited the whole organization into discussions around key issues or extensive networking practices. They argue for the value of diverse input and the importance of clear boundaries and decision making mandate to break extensive discussions without waiting for consensus.

“[...] we've examined what it means to be a collaborative leader. We've discovered that it requires strong skills in four areas: playing the role of connector, attracting diverse talent, modeling collaboration at the top, and showing a strong hand to keep teams from getting mired in debate. The good news is, our research also suggests that these skills can be learned- and can help executives generate exceptional long-term performance” (Ibarra and Hansen 2011:70).

Collaborative leadership could be a way to counteract barriers towards influence within organizations since its aim is to bring a bigger part of the organization to the table, and take more and diverse voices into consideration in decision making.

Competence

Skilton and Dooley (2010) discuss the impact of repeat collaboration in creative teams. The authors argue that the mental models that are transferred from one collaboration to the next, hinder the creative process and limit the range and novelty of new ideas. They argue that new people with different ideas and backgrounds; new projects that do not resemble the old ones, and, to some degree, interventions aimed to stimulate new structures for idea generation could stir the group up and buffer the anticipated negative effects of repeat collaboration on the creativity of the group.

The competence of many organizations today relies on creativity and innovation for survival and adaptation to new conditions. Shared unquestioned mental models without new or diverse voices in the groups responsible for the creative tasks or in the organization as a whole may be a barrier to organizational competence.

Impartiality

Woolley and Malone (2011) investigate the connection between individual intelligence and collective intelligence in teams.

“Professors Woolley and Malone, along with Christopher Chabris, Sandy Pentland, and Nada Hashmi, gave subjects aged 18 to 60 standard intelligence tests and assigned them randomly to teams. Each team was asked to complete several tasks--including brainstorming, decision making, and visual puzzles--and to solve one complex problem. Teams were given intelligence scores based on their performance. Though the teams that had members with higher IQs didn't earn much higher scores, those that had more women did” (Woolley and Malone 2011:32).

The authors conclude that more women in a team earned higher scores than teams with more men and due to women being more socially sensitive. Since women often are valued less than men at work, Woolley and Malone’s (2011) findings could help to remove barriers to impartiality within an organizational context, since it could provide arguments for the unique input of women in organizations.

Meaning

Adler et al. (2011:96) argue for an organizational structure that they call “collaborative communities”. These “collaborative communities” build upon four elements: defining and building a shared purpose, cultivating an ethic of contribution, developing processes that enable people to work together in flexible but disciplined projects, and creating an infrastructure in which collaboration is valued and rewarded.

“Collaborative communities encourage people to continually apply their unique talents to group projects--and to become motivated by a collective mission, not just personal gain or the intrinsic pleasures of autonomous creativity. By marrying a sense of common purpose to a supportive structure, these organizations are mobilizing knowledge workers' talents and expertise in flexible, highly manageable group-work efforts [...] collaborative communities seek a basis for trust and organizational cohesion that is more robust than self-interest, more flexible than tradition, and less ephemeral than the emotional, charismatic appeal of a Steve Jobs, a Larry Page, or a Mark Zuckerberg [...]. A shared purpose is not the verbiage on a poster or in a document, and it doesn't come via charismatic leaders' pronouncements. It is multidimensional, practical, and constantly enriched in debates about concrete problems” (Adler et al. 2011:96f).

The backbone of “collaborative communities” is a strong collective purpose that holds the organization together giving it shape and meaning. A collective purpose and an organizational structure that revolves around this purpose could be a way to deal with barriers towards meaning within an organization.

4. Discussion

The analysis of the articles in the reviewed organizational and management journals reveal a variety of different issues within an organization related to social sustainability, reaching from topics like psychological safety to organizational justice up to transformational leadership. (Khan et al. 2014; Kark and Carmeli 2009; Carter et al. 2013). This vast array of different approaches and solutions to social issues in organizations confirms the complexity of the social dimension, which could makes it “particularly difficult to realize and operationalize” (Boström 2012:3).

In order to plan strategically towards social sustainability it is necessary to have an understanding of the basic mechanisms of a social system as well as a clear vision of the desired outcome (Crane et al. 2008; Broman et al. 2000; Baumgartner and Korhonen 2010). The recently developed Social Sustainability Principles provide such a clear definition of success for social sustainability, based on basic principles as ‘boundary conditions’ for a functioning social system:

“In a sustainable society, [...] people are not subject to systematic barriers to

4. ... personal integrity
5. ... influence
6. ... competence
7. ... impartiality
8. ... meaning” (Missimer 2013:34).

This research aims to introduce the SSPs to an organizational context by investigating in what ways internal issues related to the SSPs are considered in organizational and management journals. The following section features a discussion of the relation between the issues discussed in the reviewed journals and the SSPs and its implications for organizational research. Reflections on validity are included as well as recommendations and thoughts on future research.

4.1 The Relationship between the Articles and the Social Sustainability Principles

The SSPs as boundary conditions

As described above, the SSPs provide a definition of success for a sustainable social system (Missimer 2013). Sustainability, however, is not about flourishing of human life, but it is the boundary condition within which the system can continue to function (Missimer 2013). Social Sustainability, therefore, can be defined as not undermining the capacity of the social system to provide human life and well-being (Missimer 2013). The SSPs are basic principles - minimum conditions- that are necessary for the social system to not systematically degrade. If there are no systematic barriers to personal integrity, influence, competence, impartiality and meaning within a social system it is sustainable as a resilient, functioning social system

(Missimer 2013). The process of social sustainable development, therefore, would be to identify and remove barriers to the SSPs within a social system.

Barriers to the SSPs in Organizations

System conditions could pose systematic barriers for the individuals within the system, which affect the resilience and functioning of the system as a whole (Missimer 2013). Since organizations can be viewed as social systems, the structure and culture of an organization could pose barriers to social sustainability internally in organizations (Hjorth and Bagheri 2006; Kast and Rosenzweig 1981; Boulding 1956), hampering the functionality and effectiveness of the organization as a social system. This is the level where most of the articles included in this study connect to the SSPs. They provide explanations of or solutions to barriers to the SSPs or describe positive aspects within organizational management that could remove barriers to the SSPs. The way these barriers were discussed in the articles pointed to one interesting thought. Would it be possible, to see the SSPs as social resources within organizations?

The SSPs as social resources

The researchers of this study are considering if the social sustainability principles also could be seen as resources available in a functioning social system. If no barriers exist, these social resources are fully available for people within the system, and these resources make it possible for people to live and work together as a resilient, functioning entity where people can meet their needs and strive towards the purpose of the social system. Barriers to the SSPs in a social system could either prevent some or all parts of a system from utilizing the social resources that could exist, which creates a lack of resources and thereby social tension. To view the SSPs as social resources available in a functioning social system, would also indicate that the fewer barriers to the SSPs in a social system, the more social resources exist. Social resources are not finite or limited, but instead grow when available and utilized. This echoes an argument made in some of the articles, where social rewards and resources are presented as extra important incentives in financially hard times since they do not diminish with use (e.g., Amabile and Kramer 2011; Sutton 2009).

Relation of the articles to more than one SSP

Social sustainability has garnered some attention in research and practice of organizations in the last years (Boström 2012), and this interest is visible in the reviewed articles. Even if the reviewed journals did not contain articles with a clear focus on social sustainability, issues that related to social sustainability were discussed in 26 % of the articles in the reviewed journals and therefore seem relevant for organizational and management research. All selected articles were found to relate to the SSPs in some way. The articles often related to more than one of the SSPs (e.g., Schaufeli et al. 2009; Taylor 2012), and the connections were not always obvious at first glance and needed an explanation to make sense. Therefore, it was not considered meaningful to display a list with all the connections between the articles and the SSPs. Even though the articles often were connected to more than one SSP, this was in most cases not due to an overlap amongst the SSPs. Many articles focused on

more than one related aspect at a time. Goffee and Jones (2013), for example, describe factors that constitute a good workplace, and include aspects related to solutions to remove some of the barriers to influence, competence, impartiality and meaning.

An overlap could only be seen between impartiality and the other SSPs (e.g., Gray and Kish-Gephart 2013). Especially influence and impartiality were often connected (e.g., Davidson et al. 2012; Kanter 2010). The overlap between impartiality and the other SSPs seems logical if the SSPs are seen as social resources. Impartiality is concerned with equality and equal worth of individuals within a system. If integrity, influence, competence, and meaning are valuable social resources within a system and barriers to the SSPs are unequally distributed, that could impact perceived status and social worth for individuals or groups within organizations. This is due to the fact that social standing often is determined through the relative amount of resources available to a person or group (Gray and Kish-Gephart 2013; Wilkinson and Pickett 2009). Previous research shows that barriers to impartiality (inequality) are strongly related to creating tensions in social systems (Wilkinson and Pickett 2009; Standing 2011). A social system in which there are barriers to influence for some and not others, would contain barriers to influence, as well as impartiality. Removing the barriers for influence in this system would also remove some of the barriers for impartiality. Similar examples could also be given using the other SSPs.

Synergies between similar concepts

Some articles relate directly to a concept similar to a SSP, e.g., meaning (Harrison et al. 2009), but most often the articles focus on topics that relate indirectly to the SSP. For instance, organizational identity (e.g., Jones and Volpe 2011), commitment (e.g., Taylor et al. 2012), and self-determined work motivation (e.g., Johnson et al. 2010) all relate to meaning without necessarily addressing it directly. Each of these concepts has their own set of research and theories but they still relate to each other since all are concerned with creating meaning within an organization. There are differences between the concepts, and it is important to differentiate between them, and to research them with clear boundaries. On the other hand, there could also be advantages in bringing them together and acknowledging the synergies and commonalities between them and their apparently common purpose of investigating meaning within organizations. This study used the SSPs as a frame for investigating the articles included in the study. The SSPs provided a structure that allowed for making connections between different concepts that had similar functions within an organization.

4.2 Organizational research and organizations as functioning social systems

Focus on Performance

This study indicates that organizational research is interested in explaining and finding ways to improve the functioning of organizations as social systems, even if the articles do not refer to organizations as social systems. Instead, the articles focus on some aspects of the social system within organizations, which often are discussed with focus on performance

(e.g. Carter et al. 2013; Huang et al. 2010; Walumbwa et al. 2009). This is not surprising, since the purpose of most organizations is to provide some form of value.

A social system is made out of its parts, and systematic barriers that undermine the parts' ability to function together affect the performance of the social system as a whole (Missimer 2013). The reviewed articles most often aim at creating increased value through factors related to social sustainability (e.g., Carmeli and Gittell 2009; Jones and Volpe 2011; Khan et al. 2014). The articles relate aspects connected to social sustainability to e.g., health (e.g. Macik-Frey et al. 2009), wellbeing (e.g. Atkins and Parker 2012), creativity (e.g., Hewlett and Sumberg 2011), motivation (Fernet et al. 2010), commitment (e.g., Johnson et al. 2010), and performance (e.g., Joshi et al. 2009) within organizations. Performance could be connected to profit, but has more aspects than just money. Since an organization exists to fulfil some kind of purpose, increased performance through improvements in the functioning of the social system in organizations would be related to being able to fulfil the purpose of the organization better. This would not only be beneficial for the organization, but also for the people working in it.

The organization as a social system

The reviewed articles provide many different aspects that organizations and managers could take into consideration in order to improve the functioning of the social system within organizations. Most articles claim to have the purpose of providing support for organizations and managers to improve and develop social aspects within organizations (e.g., Carmeli and Gittell 2009; Jones and Volpe 2011; Taylor et al. 2011). In addition to organizations and managers, organizational research also influences the curriculum for management students at business schools (Wilkinson and Thomas 2012). The articles included in this study could be most valuable for an organization or manager that has one specific problem. However, to be successful, social sustainability needs to be incorporated in the whole organization, and with an awareness of the entire complex social system (Crane et al. 2008; Hjorth and Bagheri 2006).

The articles seemed not to consider the whole organizations as a social system. Some articles focus on the interaction between the parts of the social system through a focus on relationships or collaboration. Relationships between people within organizations are discussed in different ways, e.g., high quality relationships are discussed to support psychological safety, learning and employee performance during organizational change processes (Carter et al. 2013; Carmeli and Gittell 2009), social networks are discussed to support organizational identification (Jones and Volpe 2011), and quality of leader-member exchange is discussed to support learning behavior and performance (Walumbwa et al. 2009). Collaboration (Ibarra and Hansen 2011), knowledge transfer (Dewhurst et al. 2013), and organizational learning (Carmeli and Gittell 2009) are some other aspects of interaction in organizations that are discussed. Others focused on potential systematic barriers - or solutions that could take away barriers - to a functioning social system.

However, an explicit focus on the whole organization as one social system that encompasses all parts and interactions was not visible. For organizational and management research to be able to support organizations moving towards internal social sustainability, though, there is a need for a frame that takes the whole social system into consideration, and connects it to

solutions and knowledge necessary to improve the system. The FSSD and the new SSPs provide such a frame. Since all articles in the reviewed journals that are concerned with social issues are connected to the SSPs, the SSPs could be a way to structure organizational and management research aimed at social issues within organizations in a way that makes it more supportive to its audience, organizations and managers.

The importance of context for social issues

Some of the concepts in the reviewed articles are discussed both as a barrier to the SSPs and as a solution that could remove barriers to the same SSP. If the concept is described as beneficial or detrimental in an organization it is most often due to the context and surrounding factors. One example is Janssen et al.'s (2010) study about how high perceived distributional justice could have negative effects on work performance through internalization of emotional exhaustion, described in the result section of this paper (see 3.2.2). Distributional justice, feeling sufficiently compensated for the work, is often discussed as something desirable in organizations for several reasons, some of them connected to lower stress levels (Janssen et al. 2010). This means that distributional justice could be connected to fewer barriers to integrity within organizations. If distributional justice is perceived to be high in a situation where an individual is experiencing emotional exhaustion, though, this could lead to increased stress if an individual internalizes the emotional exhaustion as a lack of personal resources. This in turn causes stress and affects performance negatively (Janssen et al. 2010). This means that distributional justice also could create barriers to integrity within organizations, depending on the context.

The SSPs are meant to provide basic boundary conditions for social sustainability (Missimer 2013), which makes them useful for identifying barriers and solutions suitable for each specific type of organization or situation (Holmberg and Robert 2000). Organizations have vastly different preconditions, resources and characteristics. The barriers to the SSPs will vary, as will the solutions. However, the goal, or definition of success, e.g., no systematic barriers to integrity, will stay the same, and has the potential to guide the search for which research problems, explanations and solutions that are applicable for a specific type of organization or situation. Regarding the example above, if the aim is no barriers to personal integrity, distributional justice within an organization is desirable. At the same time it needs to be accompanied by healthy boundaries around work to make it easier for people to respect their personal limits of resources, even when they get well compensated for their work.

4.3 The role of the Social Sustainability Principles in Organizational Research

Unsustainable social systems create social tensions that threaten the system's long-term existence (Standing 2011). Since organizations are social systems, social sustainability is an overarching concern – not only for the sake of increasing performance - that needs to be given attention in organizations and, therefore, also in organizational and management research. Sustainable development is more effective if it is implemented in the whole organization (Crane et al. 2008). If organizational research strives to support organizations in the challenges they face today, a more comprehensive, whole systems approach is needed in

addition to the specific knowledge provided by the reviewed journals. Sustainability research could complement organizational research to support organizations striving towards social sustainability. This study indicates that the SSPs cover all social issues that the reviewed articles discuss. Therefore, it seems to be a relevant frame for the reviewed organizational and management research.

This study has looked into a small portion of the organizational and management research published, yet, a diverse and broad discussion of barriers to social sustainability and possible solutions was apparent. The results of this study show that the Social Sustainability Principles are a relevant frame to navigate the social issues discussed in organizational and management research, mainly for three reasons. Firstly, this study indicates that the SSPs could help to structure the diverse topics discussed in the journals related to social issues and find synergies and connections between related terms with a similar function within organizations. Secondly, using the definition of success for a functioning social system provided by the SSPs could help to place research problems and solutions in a bigger context, identifying both the root cause of problems as well as solutions that address them. Thirdly, the SSPs could guide the process of discerning which problems and solutions are relevant for a specific situation and organization.

The reviewed journals had no explicit focus on social sustainability. As outlined above, it could be beneficial for organizational research to more explicitly connect with social sustainability, as defined by Missimer (2013). Social sustainability becomes more and more relevant in a world where the social tensions in society at large are increasing (International Labour Organization 2013; Standing 2011; Wilkinson and Pickett 2009). Since organizations are dependent on people and since work has a big impact on the social tension, organizations need to take internal social sustainability seriously, and organizational and management research has the mandate to support them. Organizational and management research focus on many social issues relevant to social sustainability and could benefit from a clearer focus on social sustainability. Providing a clear definition of success for social sustainability, the new SSPs could aid organizational research in their role to support organizations, business schools and managers striving for social sustainable development within organizations.

4.4 Validity Discussion

This study was conducted using a relatively large sample for being a qualitative study (Bryman 2012). The large, diverse sample made it difficult to analyse and display a summary of the content of all included 875 articles in a comprehensive way. Since the aim of the study was, however, to show in what ways issues related to the SSPs are considered in management and organizational journals, representative examples were used to display the results. Using a smaller sample to dive deeper into the content of the articles and analyse those in more detail could have been valuable. However, regarding the purpose of this study, as well as the available timeframe and scope, this level of depth was selected to give an overview that was broad enough to sufficiently understand how organizational research in general considers social sustainability.

On the other hand, the sample can be considered too small to allow for generalizations on all organizational research. Organizational and management science has many branches and a variety of different journals. Many of those journals might have been more directly

concerned with social sustainability than the ones selected for this study. However, this study aimed at giving an overview of what the general field of management and organizational science is discussing about aspects that are related to social sustainability. The assumption was made that top-ranked general organizational and management research literature has influence on organizations providing best practice for structure, processes and practices. Ranking systems, furthermore, were used to ensure that journals were not selected in relation to their anticipated interest in social sustainability. The content of top ranked organizational and management journals might not be representative for the breadth of research within this area. Yet, the selected journals were diverse in style and form of content.

Especially Harvard Business Review (HBR) was more populist. It was considered to replace HBR, however, being a top-ranked management journal, it was included in the scope of the journals. The differences between the journals added diversity and was a strength, providing a variety of the ways the issues and topics were discussed.

This was the first attempt to apply the SSPs to an organizational context. Depending on the large sample size and the vast diversity of the discussed topics, together with a qualitative approach for analyzing the data, no similar studies were found to use as a guide for the methods used in this study. Therefore, the research was iterative. Each step guided the next step, and the research was exploratory, regarding both topic and methods. This resulted in a stepwise process, while the whole process was not clearly defined from the beginning. On the one hand, this made the research process flexible and responsive to required changes, on the other hand it also gave rise to challenges. The data had to be reviewed several times, before the articles could be analyzed with the SSPs in a comprehensible way.

4.5 Future Research

This study is the first attempt to apply the SSPs in an organizational context. The SSPs were found to fit well to the topics related to internal people related aspects within an organization that might be connected to social sustainability. The research has inspired many new questions.

The results of this study indicate that there could be a strong business case for social sustainability as defined by the social sustainability principles. Many articles discussed different topics related to removing barriers to the SSPs with performance or performance related outcomes. This is an interesting aspect future research could consider.

The Framework for Strategic Sustainable Development, of which the SSPs are part, contains five levels: System; Success; Strategic guidelines; Actions; and Tools (Robért 2012). The SSPs are located in the success level of the FSSD (Missimer 2013). This study has not taken the other levels of the FSSD into consideration; hence it leaves some most interesting areas for inquiry.

This study identified a range of topics that could be related to describing and removing barriers to the SSPs. An interesting route for further research would be to elaborate more on different barriers to the SSPs in a more systematic manner to start to compile theory and/ or practical guidance for implementing social sustainability in organizations using the five SSPs as a definition of success.

It would be of interest to look further into the articles that were excluded from this study to investigate which organizational and management issues are not discussed in relation to people and social issues. Maybe some of the topics were organizational and management researchers did not see a link to people internally in organizations and social issues could be relevant for social sustainability. It would also be of interest to expand the sample for this study, both to more journals and a longer time period.

5. Conclusions

The aim of this study was to investigate in what ways issues related to the Social Sustainability Principles are considered in organizational research. One fourth of the articles in the reviewed journals related to social sustainability internally in organizations, even if none of the articles focused explicitly on social sustainability. Social issues, therefore, seem to be of importance to organizational and management research. All reviewed articles related to the SSPs in some way, indicating that the SSPs can be connected to all issues related to Social Sustainability in the reviewed journals. Some articles discussed issues semantically linked to a Social Sustainability Principle, e.g. meaning, but most discussed issues that could be related to barriers or solutions - to remove barriers - to the SSPs. Most articles connected social issues to the performance of organizations or individuals within an organization. This indicates that there is a self-interest for organizations to work with social sustainability.

The reviewed articles provide many different aspects organizations and managers could take into consideration in order to improve the functioning of the social system within organizations. However, an explicit focus on the whole organization as one social system that encompasses all parts and interactions was not visible. Furthermore, different kinds of organizations have vastly different preconditions, resources and characteristics. For organizational and management research to be able to support the diverse range of organizations moving towards internal social sustainability, there is a need for a clear definition of success as well as a frame that takes the whole social system into consideration.

The FSSD and the SSPs provide such a frame to navigate the social issues discussed in organizational and management research towards social sustainability, for three reasons. Firstly, this study indicates that the SSPs could support in structuring the diverse topics discussed in the journals related to social issues and find synergies and connections between related terms with a similar function within organizations. Secondly, using the definition of success for a functioning social system provided by the SSPs could help to place research problems and solutions in a bigger context, identifying both the root cause of problems as well as solutions that address them. Thirdly, the SSPs could guide the process of discerning which problems and solutions are relevant for a specific situation and organization.

Organizational and management research are concerned with issues related to social sustainability, even if not explicitly. Since organizations are social systems, social sustainability is an overarching concern that needs to be given attention in organizations and, therefore, also in organizational and management research. Social sustainability research could complement organizational research in supporting organizations in their strategic planning endeavours towards social sustainability using the Social Sustainability Principles as a clear definition of success for organizations as functioning social systems.

References

- Adler, Paul, Charles Hecksher, and Laurence Prusak. 2011. Building a Collaborative Enterprise. *Harvard Business Review* 89 (7/8): 94–101.
- Ahearne, Michael, Son K. Lam, and Florian Kraus. 2014. Performance Impact of Middle Managers' Adaptive Strategy Implementation: The Role of Social Capital. *Strategic Management Journal* 35 (1): 68–87.
- American Psychological Association. 2009. *Stress in America 2009. Executive Summary*. <http://www.apa.org/news/press/releases/stress/2009/stress-exec-summary.pdf>
- Anderson, Cameron, and Courtney E. Brown. 2010. The Functions and Dysfunctions of Hierarchy. *Research in Organizational Behavior* 30: 55–89.
- Aras, Güler, and David Crowther. 2009. Making Sustainable Development Sustainable. *Management Decision* 47 (6): 975–88.
- Atkins, Paul W. B., and Sharon K. Parker. 2012. Understanding Individual Compassion in Organizations: The Role of Appraisals and Psychological Flexibility. *Academy of Management Review* 37 (4): 524–46.
- Ballinger, Gary A., and Kevin W. Rockmann. 2010. Chutes versus Ladders: Anchoring Events and a Punctuated Equilibrium Perspective on Social Exchange Relationships. *Academy of Management Review* 35 (3): 373–91.
- Barbulescu, Roxana, and Matthew Bidwell. 2013. Do Women Choose Different Jobs from Men? Mechanisms of Application Segregation in the Market for Managerial Workers. *Organization Science* 24 (3): 737–56.
- Bartel, Caroline A., and Batia M. Wiesenfeld. 2013. The Social Negotiation of Group Prototype Ambiguity in Dynamic Organizational Contexts. *Academy of Management Review* 38 (4): 503–24.
- Basiago, Andrew D. 1995. Methods of Defining 'sustainability'. *Sustainable Development* 3: 109–19.
- Baumgartner, Rupert J., and Jouni Korhonen. 2010. Strategic Thinking for Sustainable Development. *Sustainable Development* 18 (2): 71–75.
- Bazerman, Max H., and Ann E. Tenbrunsel. 2011. Ethical Breakdowns. *Harvard Business Review* 89 (4): 58–65.
- Beal, Daniel J., and Louma Ghandour. 2011. Stability, Change, and the Stability of Change in Daily Workplace Affect. *Journal of Organizational Behavior* 32 (4): 526–46.

- Bebbington, Jan, and Jesse Dillard. 2009. Social Sustainability: An Organizational-Level Analysis. In *Understanding the Social Dimension of Sustainability*, ed. Jesse Dillard, Veronica Dujon, and Mary C. King. London and New York: Routledge.
- Belliveau, Maura A. 2012. Engendering Inequity? How Social Accounts Create vs. Merely Explain Unfavorable Pay Outcomes for Women. *Organization Science* 23 (4): 1154–74.
- Bendersky, Corinne, and Nicholas A. Hays. 2012. Status Conflict in Groups. *Organization Science* 23 (2): 323–40.
- Benkler, Yochai. 2011. The Unselfish Gene. *Harvard Business Review* 89 (7/8): 76–85.
- Berg, Justin M., Amy Wrzesniewski, and Jane E. Dutton. 2010. Perceiving and Responding to Challenges in Job Crafting at Different Ranks: When Proactivity Requires Adaptivity. *Journal of Organizational Behavior* 31 (2/3): 158–86.
- Berry, Leonard L., Ann M. Mirabito, and William B. Baun. 2010. What's the Hard Return On Employee Wellness Programs? *Harvard Business Review* 88 (12): 104–12.
- Bezrukova, Katerina, Karen A. Jehn, Elaine L. Zanutto, and Sherry M. B. Thatcher. 2009. Do Workgroup Faultlines Help or Hurt? A Moderated Model of Faultlines, Team Identification, and Group Performance. *Organization Science* 20 (1): 35–50.
- Bhave, Devasheesh P., Amit Kramer, and Theresa M. Glomb. 2013. Pay Satisfaction and Work-Family Conflict across Time. *Journal of Organizational Behavior* 34 (5): 698–713.
- Binnewies, Carmen, Sabine Sonnentag, and Eva J. Mojza. 2009. Daily Performance at Work: Feeling Recovered in the Morning as a Predictor of Day-Level Job Performance. *Journal of Organizational Behavior* 30 (1): 67–93.
- Binnewies, Carmen, and Sarah C. Wörnlein. 2011. What Makes a Creative Day? A Diary Study on the Interplay between Affect, Job Stressors, and Job Control. *Journal of Organizational Behavior* 32 (4): 589–607.
- Blackburn, George L. 2009. The ROI on Weight Loss at Work. *Harvard Business Review* 87 (12): 30.
- Blake-Beard, Stacy, Regina O'Neill, Cynthia Ingols, and Mary Shapiro. 2010. Social Sustainability, Flexible Work Arrangements, and Diverse Women. *Gender in Management: An International Journal* 25 (5): 408–25.
- Blankenship, Heidi, Victor Kulhavy, and Jonas Lagneryd. 2009. Introducing Strategic Sustainable Development in a Business Incubator. *Progress in Industrial Ecology* 6 (3): 243–64.
- Bloom, Nick, Tobias Kretschmer, and John Van Reenen. 2011. Are Family-Friendly Workplace Practices a Valuable Firm Resource? *Strategic Management Journal* 32 (4): 343–67.

- Bohns, Vanessa K, and Francis J Flynn. 2013. Guilt by Design: Structuring Organizations to Elicit Guilt as an Affective Reaction to Failure. *Organization Science* 24 (4): 1157–73.
- Bolino, Mark C., William H. Turnley, J. Bruce Gilstrap, and Mark M. Suazo. 2010. Citizenship under Pressure: What’s a “good Soldier” to Do? *Journal of Organizational Behavior* 31 (6): 835–55.
- Boström, Magnus. 2012. A Missing Pillar? Challenges in Theorizing and Practicing Social Sustainability : Introduction to the Special Issue. *Sustainability: Science, Practice, & Policy* 8 (1): 3–14.
- Boulding, Kenneth E. 1956. General Systems Theory - the Skeleton of Science. *Management Science* 2 (3): 197–208.
- Bresman, Henrik. 2010. External Learning Activities and Team Performance: A Multimethod Field Study. *Organization Science* 21 (1): 81–96.
- Brett, Jeanne M., Ray Friedman, and Kristin Behfar. 2009. How to Manage Your Negotiating Team. *Harvard Business Review* 87 (9): 105–9.
- Brinsfield, Chad T. 2013. Employee Silence Motives: Investigation of Dimensionality and Development of Measures. *Journal of Organizational Behavior* 34 (5): 671–97.
- Broman, Goran, John Holmberg, and Karl-Henrik Robert. 2000. Simplicity Without Reduction: Thinking Upstream Towards the Sustainable Society. *Interfaces* 30 (3): 13–25.
- Broman, Göran, Karl-Henrik Robèrt, George Basile, Tobias Larsson, Rupert Baumgartner, Terry Collins, and Donald Huisingh. 2014. Systematic Leadership towards Sustainability. *Journal of Cleaner Production* 64 (February): 1–2.
- Bryman, Alan. 2012. *Social Research Methods*. Oxford: Oxford University Press.
- Brundtland, Gro Harmlem. 2002. Investing in People. *New Perspectives Quarterly* 19 (4): 79–80.
- Bunderson, J. Stuart, and Peter Boumgarden. 2010. Structure and Learning in Self-Managed Teams: Why “Bureaucratic” Teams Can Be Better Learners. *Organization Science* 21 (3): 609–24.
- Bunderson, J. Stuart, and Ray E. Reagans. 2011. Power, Status, and Learning in Organizations. *Organization Science* 22 (5): 1182–94.
- Burke, Lee, and Jeanne M. Logsdon. 1996. How Corporate Social Responsibility Pays Off. *Long Range Planning* 29: 495–502.
- Burris, Ethan R., James R. Detert, and Alexander C. Romney. 2013. Speaking Up vs. Being Heard: The Disagreement Around and Outcomes of Employee Voice. *Organization Science* 24 (1): 22–38.

- Carmeli, Abraham, and Jody Hoffer Gittell. 2009. High-Quality Relationships, Psychological Safety, and Learning from Failures in Work Organizations. *Journal of Organizational Behavior* 30 (6): 709–29.
- Carter, Min Z., Achilles A. Armenakis, Hubert S. Feild, and Kevin W. Mossholder. 2013. Transformational Leadership, Relationship Quality, and Employee Performance during Continuous Incremental Organizational Change. *Journal of Organizational Behavior* 34 (7): 942–58.
- Carton, Andrew M., and Jonathon N. Cummings. 2012. A Theory of Subgroups in Work Teams. *Academy of Management Review* 37 (3): 441–70.
- Chang, Chu-Hsiang, Erin M. Eatough, Paul E. Spector, and Stacey R. Kessler. 2012. Violence-Prevention Climate, Exposure to Violence and Aggression, and Prevention Behavior: A Mediation Model. *Journal of Organizational Behavior* 33 (5): 657–77.
- Chng, Daniel Han Ming, Matthew S. Rodgers, Eric Shih, and Xiao-Bing Song. 2012. When Does Incentive Compensation Motivate Managerial Behaviors? An Experimental Investigation of the Fit between Incentive Compensation, Executive Core Self-Evaluation, and Firm Performance. *Strategic Management Journal* 33 (12): 1343–62.
- Choi, Jin Nam, and Thomas Sy. 2010. Group-Level Organizational Citizenship Behavior: Effects of Demographic Faultlines and Conflict in Small Work Groups. *Journal of Organizational Behavior* 31 (7): 1032–54.
- Chuang, You-Ta, Robin Church, and Ron Ophir. 2011. Taking Sides: The Interactive Influences of Institutional Mechanisms on the Adoption of Same-Sex Partner Health Benefits by Fortune 500 Corporations, 1990-2003. *Organization Science* 22 (1): 190–209.
- Clark, William C., and Nancy M. Dickson. 2003. Sustainability Science: The Emerging Research Program. *Proceedings of the National Academy of Sciences of the United States of America* 100 (14): 8059–61.
- Cohen, Lisa E. 2013. Assembling Jobs: A Model of How Tasks Are Bundled Into and Across Jobs. *Organization Science* 24 (2): 432–54.
- Collins, Brian J., Kevin W. Mossholder, and Shannon G. Taylor. 2012. Does Process Fairness Affect Job Performance? It Only Matters If They Plan to Stay. *Journal of Organizational Behavior* 33 (7): 1007–26.
- Connelly, Catherine E., David Zweig, Jane Webster, and John P. Trougakos. 2012. Knowledge Hiding in Organizations. *Journal of Organizational Behavior* 33 (1): 64–88.
- Cooper, Danielle, and Sherry M. B. Thatcher. 2010. Identification in Organizations: The Role of Self-Concept Orientations and Identification Motives. *Academy of Management Review* 35 (4): 516–38.

- Cowan, Robin, and Nicolas Jonard. 2009. Knowledge Portfolios and the Organization of Innovation Networks. *Academy of Management Review* 34 (2): 320–42.
- Crane, Andrew. 2013. Modern Slavery as a Management Practice: Exploring the Conditions for Human Exploitation. *Academy of Management Review* 38 (1): 49–69.
- Crane, Andrew, Dirk Matten, and Laura Spence. 2008. *Corporate Social Responsibility. Readings and Cases in a Global Context. Corporate Social Responsibility*. London and New York: Routledge.
- Cuthill, Michael. 2010. Strengthening the ‘Social’ in Sustainable Development: Developing a Conceptual Framework for Social Sustainability in a Rapid Urban Growth Region in Australia 373 (May 2009): 362–73.
- Datta, Sudip, Abhijit Guha, and Mai Iskandar-Datta. 2013. Ending the Wage Gap. *Harvard Business Review* 91 (5): 30.
- Davidson, Martin N., Steve Reinemund, George Borst, and John B. Veihmeyer. 2012. *How Hard Should You Push Diversity?*, 90 *Harvard Business Review* 139–43.
- Davis, Gerald F. 2010. Job Design Meets Organizational Sociology. *Journal of Organizational Behavior* 31 (2/3): 302–8.
- Davis, Gerald F., and J. Adam Cobb. 2010. Corporations and Economic Inequality around the World: The Paradox of Hierarchy. *Research in Organizational Behavior* 30 (0): 35–53.
- Delgado-García, Juan Bautista, and Juan Manuel De La Fuente-Sabaté. 2010. How Do CEO Emotions Matter? Impact of CEO Affective Traits on Strategic and Performance Conformity in the Spanish Banking Industry. *Strategic Management Journal* 31 (5): 562–74.
- Desai, Sreedhari. 2011. Adults Behave Better When Teddy Bears Are in the Room. *Harvard Business Review* 89 (9): 30-31.
- Detert, James R., and Linda K. Treviño. 2010. Speaking Up to Higher-Ups: How Supervisors and Skip-Level Leaders Influence Employee Voice. *Organization Science* 21 (1): 249–70.
- DeVaro, Jed. 2010. A Theoretical Analysis of Relational Job Design and Compensation. *Journal of Organizational Behavior* 31 (2/3): 279–301.
- DeWall, C. Nathan. 2011. Hurt Feelings? You Could Take a Pain Reliever . . . *Harvard Business Review* 89 (4): 28-29.
- Dezsö, Cristian L., and David Gaddis Ross. 2012. Does Female Representation in Top Management Improve Firm Performance? A Panel Data Investigation. *Strategic Management Journal* 33 (9): 1072–89.

- Di Milia, Lee, and Kamal Birdi. 2010. The Relationship between Multiple Levels of Learning Practices and Objective and Subjective Organizational Financial Performance. *Journal of Organizational Behavior* 31 (4): 481–98.
- Diekmann, Kristina A., Sheli D. Sillito Walker, Adam D. Galinsky, and Ann E. Tenbrunsel. 2013. Double Victimization in the Workplace: Why Observers Condemn Passive Victims of Sexual Harassment. *Organization Science* 24 (2): 614–28.
- Draper, C. E., C. Lund, and a. J. Flisher. 2011. A Retrospective Evaluation of a Wilderness-Based Leadership Development Programme. *South African Journal of Psychology* 41 (4): 451–64.
- Dumas, Tracy L., Katherine W. Phillips, and Nancy P. Rothbard. 2013. Getting Closer at the Company Party: Integration Experiences, Racial Dissimilarity, and Workplace Relationships. *Organization Science* 24 (5): 1377–1401.
- Dutton, Jane E., Laura Morgan Roberts, and Jeffrey Bednar. 2010. Pathways for Positive Identity Construction at Work: Four Types of Positive Identity and the Building of Social Resources. *Academy of Management Review* 35 (2): 265–93.
- Ehnert, Ina. 2009. Sustainability and Human Resource Management: Reasoning and Applications on Corporate Websites. *European J. of International Management* 3 (4): 419.
- Eisenberger, Robert, and Justin Aselage. 2009. Incremental Effects of Reward on Experienced Performance Pressure: Positive Outcomes for Intrinsic Interest and Creativity. *Journal of Organizational Behavior* 30 (1): 95–117.
- Ely, Robin J., and Debra E. Meyerson. 2010. An Organizational Approach to Undoing Gender: The Unlikely Case of Offshore Oil Platforms. *Research in Organizational Behavior* 30 (0): 3–34.
- Epitropaki, Olga. 2013. A Multi-Level Investigation of Psychological Contract Breach and Organizational Identification through the Lens of Perceived Organizational Membership: Testing a Moderated-Mediated Model. *Journal of Organizational Behavior* 34 (1): 65–86.
- Eriksson, Olérs Marie, Geneva Rae, and Julia Smolyaninova. 2005. *Social Sustainability - Governance for Sustainability*. Thesis. Karlskrona: Blekinge Institute of Technology.
- Eurostat. 2014a. File: Employment rate, age group 15–64.
[http://epp.eurostat.ec.europa.eu/statistics_explained/index.php?title=File:Employment_rate,_age_group_15%E2%80%9364,_2002%E2%80%9312_\(%25\)_YB14.png&filetimestamp=20140228122406](http://epp.eurostat.ec.europa.eu/statistics_explained/index.php?title=File:Employment_rate,_age_group_15%E2%80%9364,_2002%E2%80%9312_(%25)_YB14.png&filetimestamp=20140228122406) (accessed 19 June 2014)
- Eurostat. 2014b. File:Persons working part-time or with a second job.
http://epp.eurostat.ec.europa.eu/statistics_explained/index.php?title=File:Persons_working_part-time_or_with_a_second_job,_2002-

12_(%25_of_total_employment)_YB14.png&filetimestamp=20140228122504
(accessed 19 June 2014)

- Faber, Niels R., Kristian Peters, Laura Maruster, Rob van Haren, and René Jorna. 2010. Sense Making of (Social) Sustainability. *International Studies of Management and Organization* 40 (3): 8–22.
- Fehr, Ryan, and Michele J. Geland. 2012. The Forgiving Organization: A Multilevel Model of Forgiveness at Work. *Academy of Management Review* 37 (4): 664–88.
- Ferguson, Merideth. 2012. You Cannot Leave It at the Office: Spillover and Crossover of Coworker Incivility. *Journal of Organizational Behavior* 33 (4): 571–88.
- Fernet, Claude, Marylène Gagné, and Stéphanie Austin. 2010. When Does Quality of Relationships with Coworkers Predict Burnout over Time? The Moderating Role of Work Motivation. *Journal of Organizational Behavior* 31 (8): 1163–80.
- Fiol, C. Marlene, Michael G. Pratt, and Edward J. O'Connor. 2009. Managing Interactable Identity Conflicts. *Academy of Management Review* 34 (1): 32–55.
- Folke, Carl. 2006. Resilience: The Emergence of a Perspective for Social–ecological Systems Analyses. *Global Environmental Change* 16 (3): 253–67.
- Friel, Thomas J., and Robert S. Duboff. 2009. The Last Act of a Great CEO. *Harvard Business Review* 87 (1): 82–89.
- Fuchs, Doris. 2007. *Business Power in Global Governance*. Colorado: Lynne Rienner Publishers Inc.
- Garriga, Helena, Georg von Krogh, and Sebastian Spaeth. 2013. How Constraints and Knowledge Impact Open Innovation. *Strategic Management Journal* 34 (9): 1134–44.
- George, Elizabeth, Prithviraj Chattopadhyay, and Lida L. Zhang. 2012. Helping Hand or Competition? The Moderating Influence of Perceived Upward Mobility on the Relationship Between Blended Workgroups and Employee Attitudes and Behaviors. *Organization Science* 23 (2): 355–73.
- Gevers, Josette M. P., and Miranda A. G. Peeters. 2009. A Pleasure Working Together? The Effects of Dissimilarity in Team Member Conscientiousness on Team Temporal Processes and Individual Satisfaction. *Journal of Organizational Behavior* 30 (3): 379–400.
- Gilmore, Phillip L., Xiaoxiao Hu, Feng Wei, Lois E. Tetrick, and Stephen J. Zaccaro. 2013. Positive Affectivity Neutralizes Transformational Leadership's Influence on Creative Performance and Organizational Citizenship Behaviors. *Journal of Organizational Behavior* 34 (8): 1061–75.
- Gino, Francesca, and Gary P. Pisano. 2011. Why Leaders Don't Learn From Success. *Harvard Business Review* 89 (4): 44–68.

- Goffee, Rob, and Gareth Jones. 2013. Creating the Best Workplace on Earth. *Harvard Business Review* 91 (5): 98–106.
- Gratton, Lynda. 2011. The End of the Middle Manager. *Harvard Business Review* 89 (1/2): 36.
- Gray, Barbara, and Jennifer J. Kish-Gepart. 2013. Encountering Social Class Differences at Work: How “Class Work” Perpetuates Inequality. *Academy of Management Review* 38 (4): 670–99.
- Groysberg, Boris, and Robin Abrahams. 2014. Manage Your Work, Manage Your Life. (cover Story). *Harvard Business Review* 92 (3): 58–66.
- Guido, Anthony, Hamideh Farzaneh, and Jingjing Guo. 2012. *Social Actions of Strategic Sustainable Development*. Thesis. Karlskrona: Blekinge Institute of Technology.
- Haigh, Nardia, and Andrew J. Hoffman. 2012. Hybrid Organizations. *Organizational Dynamics* 41 (2): 126–34.
- Hamel, Gary. 2011. First, Let’s Fire All the Managers. *Harvard Business Review* 89 (12): 48–60.
- Han, Jing, Jian Han, and Daniel J. Brass. 2014. Human Capital Diversity in the Creation of Social Capital for Team Creativity. *Journal of Organizational Behavior* 35 (1): 54–71.
- Harrison, Spencer H., Blake E. Ashforth, and Kevin G. Corley. 2009. Organizational Sacralization and Sacrilege. *Research in Organizational Behavior* 29 (0): 225–54.
- Hayton, James C., Gianluca Carnabuci, and Robert Eisenberger. 2012. With a Little Help from My Colleagues: A Social Embeddedness Approach to Perceived Organizational Support. *Journal of Organizational Behavior* 33 (2): 235–49.
- Hewlett, Sylvia Ann, and Karen Sumberg. 2011. For LGBT Workers, Being “Out” Brings Advantages. *Harvard Business Review* 89 (7/8): 28.
- Hinkin, Timothy R., and Chester A. Schriesheim. 2009. Performance Incentives for Tough Times. *Harvard Business Review* 87 (3): 26.
- Hjorth, Peder, and Ali Bagheri. 2006. Navigating towards Sustainable Development: A System Dynamics Approach. *Futures* 38 (1): 74–92.
- Hoffer Gittel, Jody, and Anne Douglass. 2012. Relational Bureaucracy: Structuring Reciprocal Relationships into Roles. *Academy of Management Review* 37 (4): 709–33.
- Holmberg, John, and Karl-Henrik Robèrt. 2000. Backcasting from Non-Overlapping Sustainability Principles — a Framework for Strategic Planning. *International Journal of Sustainable Development and World Ecology* 7: 291–308.

- Holtz, Brian C., and Crystal M. Harold. 2013. Effects of Leadership Consideration and Structure on Employee Perceptions of Justice and Counterproductive Work Behavior. *Journal of Organizational Behavior* 34 (4): 492–519.
- Hoppe, Annekatrin, Kaori Fujishiro, and Catherine A. Heaney. 2014. Workplace Racial/ethnic Similarity, Job Satisfaction, and Lumbar Back Health among Warehouse Workers: Asymmetric Reactions across Racial/ethnic Groups. *Journal of Organizational Behavior* 35 (2): 172–93.
- Hopwood, Bill, Mary Mellor, and Geoff O'Brien. 2005. Sustainable Development: Mapping Different Approaches. *Sustainable Development* 13 (1): 38–52.
- Hornung, Severin, Denise M Rousseau, Jürgen Glaser, Peter Angerer, and Matthias Weigl. 2010. Beyond Top-down and Bottom-up Work Redesign: Customizing Job Content through Idiosyncratic Deals. *Journal of Organizational Behavior* 31 (2/3): 187–215.
- Huang, Xu, Joyce Iun, Aili Liu, and Yaping Gong. 2010. Does Participative Leadership Enhance Work Performance by Inducing Empowerment or Trust? The Differential Effects on Managerial and Non-Managerial Subordinates. *Journal of Organizational Behavior* 31 (1): 122–43.
- Huber, George P., and Kyle Lewis. 2010. Cross-Understanding: Implications for Group Cognition and Performance. *Academy of Management Review* 35 (1): 6–26.
- Huber, George P., and Kyle Lewis. 2011. Cross-Understanding and Shared Social Theories. *Academy of Management Review* 36 (2): 422–24.
- Huesemann, Michael H. 2001. Can Pollution Problems Be Effectively Solved by Environmental Science and Technology? An Analysis of Critical Limitations. *Ecological Economics* 37 (2): 271–87.
- International Labour Organization. 2013. *World of work report 2013: Repairing the economic and social fabric*. Geneva: ILO.
- Ibarra, Herminia, and Morten T Hansen. 2011. Are You a Collaborative Leader? *Harvard Business Review* 89 (7/8): 68–74.
- Janssen, Onne, Catherine K. Lam, and Xu Huang. 2010. Emotional Exhaustion and Job Performance: The Moderating Roles of Distributive Justice and Positive Affect. *Journal of Organizational Behavior* 31 (6): 787–809.
- Jiang, Jane Yan, Xiao Zhang, and Dean Tjosvold. 2013. Emotion Regulation as a Boundary Condition of the Relationship between Team Conflict and Performance: A Multi-Level Examination. *Journal of Organizational Behavior* 34 (5): 714–34.
- Johns, Gary. 2010. Presenteeism in the Workplace: A Review and Research Agenda. *Journal of Organizational Behavior* 31 (4): 519–42.

- Johnson, Richard, Fremont E. Kast, and James E. Rosenzweig. 1964. Systems Theory and Management. *Management Science* 10 (2): 367–84.
- Johnson, Russell E., Chu-Hsiang Chang, and Liu-Qin Yang. 2010. Commitment and Motivation at Work: The Relevance of Employee Identity and Regulatory Focus. *Academy of Management Review* 35 (2): 226–45.
- Jones, Candace, and Elizabeth Hamilton Volpe. 2011. Organizational Identification: Extending Our Understanding of Social Identities through Social Networks. *Journal of Organizational Behavior* 32 (3): 413–34.
- Jonker, Jan. 2000. Organizations as Responsible Contributors to Society: Linking Quality, Sustainability and Accountability. *Total Quality Management* 11 (4-6): 741–46.
- Jordan, Alexander H., and Pino G. Audia. 2012. Self-Enhancement and Learning from Performance Feedback. *Academy of Management Review* 37 (2): 211–31.
- Joshi, Aparna, Mila B. Lazarova, and Hui Liao. 2009. Getting Everyone on Board: The Role of Inspirational Leadership in Geographically Dispersed Teams. *Organization Science* 20 (1): 240–52.
- Kahn, William A., Michelle A. Barton, and Steven Fellows. 2013. Organizational Crises and the Disturbance of Relational Systems. *Academy of Management Review* 38 (3): 377–96.
- Kane, Aimée A. 2010. Unlocking Knowledge Transfer Potential: Knowledge Demonstrability and Superordinate Social Identity. *Organization Science* 21 (3): 643–60.
- Kanter, Rosabeth Moss. 2010. Powerlessness Corrupts. *Harvard Business Review* 88 (7/8): 36.
- Kanter, Rosabeth Moss. 2011a. Cultivate a Culture Of Confidence. *Harvard Business Review* 89 (4): 34.
- Kanter, Rosabeth Moss. 2011b. The Cure for Horrible Bosses. *Harvard Business Review* 89 (10): 42.
- Kark, Ronit, and Abraham Carmeli. 2009. Alive and Creating: The Mediating Role of Vitality and Aliveness in the Relationship between Psychological Safety and Creative Work Involvement. *Journal of Organizational Behavior* 30 (6): 785–804.
- Kast, Fermont E., and James E. Rosenzweig. 1981. General Systems Theory: Applications for Organization and Management. *The Journal of Nursing Administration* 11 (7): 32–41.
- Khan, Abdul Karim, Samina Quratulain, and Chris M. Bell. 2014. Episodic Envy and Counterproductive Work Behaviors: Is More Justice Always Good? *Journal of Organizational Behavior* 35 (1): 128–44.

- Khazanchi, Shalini, and Suzanne S. Masterson. 2011. Who and What Is Fair Matters: A Multi-Foci Social Exchange Model of Creativity. *Journal of Organizational Behavior* 32 (1): 86–106.
- Kilduff, Martin, Dan S. Chiaburu, and Jochen I. Menges. 2010. Strategic Use of Emotional Intelligence in Organizational Settings: Exploring the Dark Side. *Research in Organizational Behavior* 30 (0): 129–52.
- Kim, Tae-Yeol, Benson Rosen, and Deog-Ro Lee. 2009. South Korean Managerial Reactions to Voicing Discontent: The Effects of Employee Attitude and Employee Communication Styles. *Journal of Organizational Behavior* 30 (7): 1001–18.
- Kleinbaum, Adam M., Toby E. Stuart, and Michael L. Tushman. 2013. Discretion Within Constraint: Homophily and Structure in a Formal Organization. *Organization Science* 24 (5): 1316–36.
- Klotz, Anthony C., Serge P. Motta Veiga, M. Ronald Buckley, and Mark B. Gavin. 2013. The Role of Trustworthiness in Recruitment and Selection: A Review and Guide for Future Research. *Journal of Organizational Behavior* 34 (July): S104–S119.
- Konrad, Alison M., and Yang Yang. 2012. Is Using Work-Life Interface Benefits a Career-Limiting Move? An Examination of Women, Men, Lone Parents, and Parents with Partners. *Journal of Organizational Behavior* 33 (8): 1095–1119.
- Kooij, Dorien T. A. M., Annet H. De Lange, Paul G. W. Jansen, Ruth Kanfer, and Josje S. E. Dijkers. 2011. Age and Work-Related Motives: Results of a Meta-Analysis. *Journal of Organizational Behavior* 32 (2): 197–225.
- Kooij, Dorien T. A. M., Paul G. W. Jansen, Josje S. E. Dijkers, and Annet H. De Lange. 2010. The Influence of Age on the Associations between HR Practices and Both Affective Commitment and Job Satisfaction: A Meta-Analysis. *Journal of Organizational Behavior* 31 (8): 1111–36.
- Kovjanic, Snjezana, Sebastian C. Schuh, Klaus Jonas, Niels Van Quaquebeke, and Rolf Dick. 2012. How Do Transformational Leaders Foster Positive Employee Outcomes? A Self-Determination-Based Analysis of Employees' Needs as Mediating Links. *Journal of Organizational Behavior* 33 (8): 1031–52.
- Kramar, Robin. 2014. Beyond Strategic Human Resource Management: Is Sustainable Human Resource Management the next Approach? *The International Journal of Human Resource Management* 25 (8): 1069–89.
- Kulich, Clara, Grzegorz Trojanowski, Michelle K. Ryan, S. Alexander Haslam, and Luc D. R. Renneboog. 2011. Who Gets the Carrot and Who Gets the Stick? Evidence of Gender Disparities in Executive Remuneration. *Strategic Management Journal* 32 (3): 301–21.
- Langer, Ellen. 2014. Mindfulness in the Age of Complexity. *Harvard Business Review*.

- Lau, Dora C., Long W. Lam, and Shan S. Wen. 2014. Examining the Effects of Feeling Trusted by Supervisors in the Workplace: A Self-Evaluative Perspective. *Journal of Organizational Behavior* 35 (1): 112–27.
- Leonardi, Paul M. 2011. Early Prototypes Can Hurt A Team’s Creativity. *Harvard Business Review* 89 (12): 28.
- Levin, Simon A. 1998. Ecosystems and the Biosphere as Complex Adaptive Systems. *Ecosystems* 1 (5): 431–36.
- Li, Alex Ning, and Hwee Hoon Tan. 2013. What Happens When You Trust Your Supervisor? Mediators of Individual Performance in Trust Relationships. *Journal of Organizational Behavior* 34 (3): 407–25.
- Lilius, Jacoba M. 2012. Recovery at Work: Understanding the Restorative Side of “Depleting” Client Interactions. *Academy of Management Review* 37 (4): 569–88.
- Loch, Christoph H., Kishore Sengupta, and M. Ghufran Ahmad. 2013. The Microevolution of Routines: How Problem Solving and Social Preferences Interact. *Organization Science* 24 (1): 99–115.
- Macik-Frey, Marilyn, James Campbell Quick, and Cary L. Cooper. 2009. Authentic Leadership as a Pathway to Positive Health. *Journal of Organizational Behavior* 30 (3): 453–58.
- Marcus, Justin, and Huy Le. 2013. Interactive Effects of Levels of Individualism-Collectivism on Cooperation: A Meta-Analysis. *Journal of Organizational Behavior* 34 (6): 813–34.
- Matthew, Richard, and Anne Hammill. 2009. Sustainable Development and Climate Change. *International Affairs* 85 (6): 1117–28.
- Mawritz, Mary B., Robert Folger, and Gary P. Latham. 2014. Supervisors’ Exceedingly Difficult Goals and Abusive Supervision: The Mediating Effects of Hindrance Stress, Anger, and Anxiety. *Journal of Organizational Behavior* 35 (3): 358–72.
- Max-Neef, Manfred A., Martin Hopenhayn, and Antonio Elizalde. 1991. *Human Scale Development: Conception, Application and Further Reflections*. New York: Apex.
- Mazmanian, Melissa, Wanda J Orlikowski, and JoAnne Yates. 2013. The Autonomy Paradox: The Implications of Mobile Email Devices for Knowledge Professionals. *Organization Science* 24 (5): 1337–57.
- Merkel, Angela. 1998. The Role of Science in Sustainable Development. *American Association for the Advancement of Science* 281 (17 July): 336–37.
- Miles, Raymond E, Charles C Snow, Alan D Meyer, Henry J Coleman, and Jr. Coleman Henry J. 1978. Organizational Strategy, Structure, and Process. *Academy of Management Review* 3 (3): 546–62.

- Mintzberg, Henry. 2009. Rebuilding Companies as Communities. *Harvard Business Review* 87 (7/8): 140–43.
- Missimer, Merlina. 2013. *The Social Dimension of Strategic Sustainable Development*. Licentiate. Karlskrona: Blekinge Institute of Technology.
- Missimer, Merlina, Karl-Henrik Robèrt, Göran Broman, and Harald Sverdrup. 2010. Exploring the Possibility of a Systematic and Generic Approach to Social Sustainability. *Journal of Cleaner Production* 18 (10-11): 1107–12.
- Morieux, Yves. 2011. Smart Rules: Six Ways to Get People to Solve Problems Without You. *Harvard Business Review* 89 (9): 78–86.
- Morris, Shad, and James B. Oldroyd. 2009. To Boost Knowledge Transfer, Tell Me a Story. *Harvard Business Review* 87 (5): 23.
- Mors, Marie Louise. 2010. Innovation in a Global Consulting Firm: When the Problem Is Too Much Diversity. *Strategic Management Journal* 31 (8): 841–72.
- Mussel, Patrick. 2013. Introducing the Construct Curiosity for Predicting Job Performance. *Journal of Organizational Behavior* 34 (4): 453–72.
- Nahum-Shani, Inbal, and Peter A. Bamberger. 2011. Work Hours, Retirement, and Supportive Relations among Older Adults. *Journal of Organizational Behavior* 32 (2): 345–69.
- Neeley, Tsedal B. 2013. Language Matters: Status Loss and Achieved Status Distinctions in Global Organizations. *Organization Science* 24 (2): 476–97.
- Ng, Thomas W. H., and Daniel C. Feldman. 2009. Occupational Embeddedness and Job Performance. *Journal of Organizational Behavior* 30 (7): 863–91.
- Niessen, Cornelia, Sabine Sonnentag, and Friederike Sach. 2012. Thriving at Work-A Diary Study. *Journal of Organizational Behavior* 33 (4): 468–87.
- Nouri, Rikki, Miriam Erez, Thomas Rockstuhl, Soon Ang, Lee Leshem-Calif, and Anat Rafaeli. 2013. Taking the Bite out of Culture: The Impact of Task Structure and Task Type on Overcoming Impediments to Cross-Cultural Team Performance. *Journal of Organizational Behavior* 34 (6): 739–63.
- Ny, Henrik, Jamie P. Macdonald, Göran Broman, Ryoichi Yamamoto, and Karl-Henrik Robèrt. 2006. Sustainability Constraints as System Boundaries. An Approach to Making Life-Cycle Management Strategic. *Journal of Industrial Ecology* 10 (1-2): 61–77.
- O'Neill, Olivia A., and Charles A. O'Reilly. 2010. Careers as Tournaments: The Impact of Sex and Gendered Organizational Culture Preferences on MBAs' Income Attainment. *Journal of Organizational Behavior* 31 (6): 856–76.

- O'Reilly, Jane, and Karl Aquino. 2011. A Model of Third Parties' Morally Motivated Responses to Mistreatment in Organizations. *Academy of Management Review* 36 (3): 526–43.
- O'Toole, James, and Warren Bennis. 2009. What's Needed Next: A Culture of Candor. *Harvard Business Review* 87 (6): 54–61.
- Obodaru, Otilia. 2012. The Self Not Taken: How Alternative Selves Develop and How They Influence Professional Lives. *Academy of Management Review* 37 (1): 34–57.
- Ozcelik, Hakan. 2013. An Empirical Analysis of Surface Acting in Intra-Organizational Relationships An Empirical Analysis of Surface Acting in Intra-Organizational Relationships. *Journal of Organizational Behavior* 34 (3): 291–309.
- Paterson, Ted A., Fred Luthans, and Wonho Jeung. 2014. Thriving at Work: Impact of Psychological Capital and Supervisor Support. *Journal of Organizational Behavior* 35 (3): 434–46.
- Perlow, Leslie A., and Jessica L. Porter. 2009. Making Time Off Predictable & Required. *Harvard Business Review* 87 (10): 102–9.
- Petersen, Charles G., Gerald R. Aase, and Daniel R. Heiser. 2011. Journal Ranking Analyses of Operations Management Research. *International Journal of Operations & Production Management* 31 (4): 405–22.
- Piccolo, Ronald F., Rebecca Greenbaum, Deanne N. den Hartog, and Robert Folger. 2010. The Relationship between Ethical Leadership and Core Job Characteristics. *Journal of Organizational Behavior* 31 (2/3): 259–78.
- Pierce, Jon L., and Iiro Jussila. 2010. Collective Psychological Ownership within the Work and Organizational Context: Construct Introduction and Elaboration. *Journal of Organizational Behavior* 31 (6): 810–34.
- Plambeck, Nils, and Klaus Weber. 2009. CEO Ambivalence and Responses to Strategic Issues. *Organization Science* 20 (6): 993–1010.
- Ployhart, Robert E., and Thomas P. Moliterno. 2011. Emergence of the Human Capital Resource: A Multilevel Model. *Academy of Management Review* 36 (1): 127–50.
- Porath, Christine, and Christine Pearson. 2013. The Price of Incivility. *Harvard Business Review* 91 (1/2): 114–21.
- Porath, Christine, Gretchen Spreitzer, Cristina Gibson, and Flannery G. Garnett. 2012. Thriving at Work: Toward Its Measurement, Construct Validation, and Theoretical Refinement. *Journal of Organizational Behavior* 33 (2): 250–75.
- Porter, Michael E., and Mark R. Kramer. 2006. Strategy and Society: The Link between Competitive Advantage and Corporate Social Responsibility. *Harvard Business Review* 84: 78–92, 163.

- RedJasper. 2014. List Common Rankings. Journals to be ranked: Management. <http://www.journal-ranking.com/ranking/listCommonRanking.html?selfCitationWeight=1&externalCitationWeight=1&citingStartYear=1901&journalListId=353> (accessed 19 June 2014).
- Reeves, Martin, and Mike Deimler. 2011. Adaptability: The New Competitive Advantage. *Harvard Business Review* 89 (7/8): 134–41.
- Ren, Hong, and Barbara Gray. 2009. Repairing Relationship Conflict: How Violation Types and Culture Influence the Effectiveness of Restoration Rituals. *Academy of Management Review* 34 (1): 105–26.
- Robèrt, Karl-Henrik. 2000. Tools and Concepts for Sustainable Development, How Do They Relate to a General Framework for Sustainable Development, and to Each Other? *Journal of Cleaner Production* 8 (3): 243–54.
- Robèrt, Karl-Henrik. 2012. The Policy-Science Nexus : An Area for Improved Competence in Leadership. *Sustainability: The Journal of Record* 5 (3): 165–71.
- Robèrt, Karl-Henrik, Bio Schmidt-Bleek, Aloisi de Larderel Jacqueline, George Basile, J. L. Jansen, Ruediger Kuehr, Peter Price Thomas, M. Suzuki, Paul Hawken, and Mathis Wackernagel. 2002. Strategic Sustainable Development — Selection, Design and Synergies of Applied Tools. *Journal of Cleaner Production* 10 (3): 197–214.
- Rogers, Deborah S., Anantha K. Duraiappah, Daniela Christina Antons, Pablo Munoz, Xuemei Bai, Michail Fragkias, and Heinz Gutscher. 2012. A Vision for Human Well-Being: Transition to Social Sustainability. *Current Opinion in Environmental Sustainability* 4 (1): 61–73.
- Rosch, Paul J. 2001. No Title. *Health and Stress* 3 (March): 1–4.
- Sanchez-Burks, Jeffrey, and Quy Nguyen Huy. 2009. Emotional Aperture and Strategic Change: The Accurate Recognition of Collective Emotions. *Organization Science* 20 (1): 22–34.
- Saunders, Mark, Philip Lewis, and Adrian Thornhill. 2009. *Research Methods for Business Students*. 5th ed. Essex: Pearson Education Limited.
- Schaufeli, Wilmar B., Arnold B. Bakker, and Willem Van Rhenen. 2009. How Changes in Job Demands and Resources Predict Burnout, Work Engagement, and Sickness Absenteeism. *Journal of Organizational Behavior* 30 (7): 893–917.
- Schneider, Marguerite, and Mark Somers. 2006. Organizations as Complex Adaptive Systems: Implications of Complexity Theory for Leadership Research. *The Leadership Quarterly* 17 (4): 351–65.
- Seligman, Martin E. P. 2011. Building Resilience. *Harvard Business Review* 89 (4): 100–106.

- Senge, Peter, Bryan Smith, Nina Kruschwitz, Joe Laur, and Sara Schley. 2008. *The Necessary Revolution: How Individuals and Organizations Are Working Together to Create a Sustainable World*. London: Nicholas Brealey Publishing.
- Seo, Myeong-Gu, Jean M Bartunek, and Lisa Feldman Barrett. 2010. The Role of Affective Experience in Work Motivation: Test of a Conceptual Model. *Journal of Organizational Behavior* 31 (7): 951–68.
- Shamsie, Jamal, and Michael J. Mannor. 2013. Looking Inside the Dream Team: Probing Into the Contributions of Tacit Knowledge as an Organizational Resource. *Organization Science* 24 (2): 513–29.
- Skilton, Paul F., and Kevin J. Dooley. 2010. The Effects of Repeat Collaboration on Creative Abrasion. *Academy of Management Review* 35 (1): 118–34.
- Sliter, Michael, Katherine Sliter, and Steve Jex. 2012. The Employee as a Punching Bag: The Effect of Multiple Sources of Incivility on Employee Withdrawal Behavior and Sales Performance. *Journal of Organizational Behavior* 33 (1): 121–39.
- Sonenshein, Scott. 2009. Emergence of Ethical Issues During Strategic Change Implementation. *Organization Science* 20 (1): 223–39.
- Sonenshein, Scott, and Utpal Dholakia. 2012. Explaining Employee Engagement with Strategic Change Implementation: A Meaning-Making Approach. *Organization Science* 23 (1): 1–23.
- Spence, Jeffrey R., D. Lance Ferris, Douglas J. Brown, and Daniel Heller. 2011. Understanding Daily Citizenship Behaviors: A Social Comparison Perspective. *Journal of Organizational Behavior* 32 (4): 547–71.
- Standing, Guy. 2011. *The Precariat. The New Dangerous Class*. New York: Bloomsbury Academic.
- Stephens, John Paul, Emily Heaphy, and Jane E. Dutton. 2012. High Quality Connections. In *Handbook of Positive Organisational Scholarship*, ed. Kim Cameron and Gretchen Spreitzer. New York: Oxford University.
- Taylor, Shannon G., Arthur G. Bedeian, and Donald H. Kluemper. 2012. Linking Workplace Incivility to Citizenship Performance: The Combined Effects of Affective Commitment and Conscientiousness. *Journal of Organizational Behavior* 33 (7): 878–93.
- Tenbrunsel, Ann E., Kristina A. Diekmann, Kimberly A. Wade-Benzoni, and Max H. Bazerman. 2010. The Ethical Mirage: A Temporal Explanation as to Why We Are Not as Ethical as We Think We Are. *Research in Organizational Behavior* 30 (0): 153–73.
- Thomas, Geoff, Robin Martin, Olga Epitropaki, Yves Guillaume, and Allan Lee. 2013. Social Cognition in Leader-Follower Relationships: Applying Insights from Relationship Science to Understanding Relationship-Based Approaches to Leadership. *Journal of Organizational Behavior* 34 (July): S63–S81.

- Thomas, Robyn, Leisa D. Sargent, and Cynthia Hardy. 2011. Managing Organizational Change: Negotiating Meaning and Power-Resistance Relations. *Organization Science* 22 (1): 22–41.
- Triana, María del Carmen, and María Fernanda García. 2009. Valuing Diversity: A Group-Value Approach to Understanding the Importance of Organizational Efforts to Support Diversity. *Journal of Organizational Behavior* 30 (7): 941–62.
- Triana, María, Christopher Porter, Sandra W. DeGrassi, and Mindy Bergman. 2013. We're All in This Together...except for You: The Effects of Workload, Performance Feedback, and Racial Distance on Helping Behavior in Teams. *Journal of Organizational Behavior* 34 (8): 1124–44.
- United Nations Conference on Environment and Development (UNCED). 1993. *Agenda 21, Programme of Action for Sustainable Development*. New York: United Nations.
- Utting, Peter. 2000. Business Responsibility for Sustainable Development. *UNRISD Discussion Papers*. Geneva: UNRISD.
- Vallance, Suzanne, Harvey C. Perkins, and Jennifer E. Dixon. 2011. What Is Social Sustainability? A Clarification of Concepts. *Geoforum* 42 (3): 342–48.
- Van Buren, Mark E., and Todd Safferstone. 2009. The Quick Wins Paradox. *Harvard Business Review* 87 (1): 54–61.
- Van Dijk, Dina, and Avraham N. Kluger. 2011. Task Type as a Moderator of Positive/negative Feedback Effects on Motivation and Performance: A Regulatory Focus Perspective. *Journal of Organizational Behavior* 32 (8): 1084–1105.
- Van Steenbergen, Elianne F., and Naomi Ellemers. 2009. Is Managing the Work–family Interface Worthwhile? Benefits for Employee Health and Performance. *Journal of Organizational Behavior* 30 (5): 617–42.
- Vifell, Asa Casula, and Linda Soneryd. 2012. Organizing Matters: How ‘the Social Dimension’ Gets Lost in Sustainability Projects. *Sustainable Development* 20: 18–27.
- Walumbwa, Fred O., Russell Cropanzano, and Chad A. Hartnell. 2009. Organizational Justice, Voluntary Learning Behavior, and Job Performance: A Test of the Mediating Effects of Identification and Leader-Member Exchange. *Journal of Organizational Behavior* 30 (8): 1103–26.
- Walumbwa, Fred O., Fred Luthans, James B. Avey, and Adegoke Oke. 2011. Authentically Leading Groups: The Mediating Role of Collective Psychological Capital and Trust. *Journal of Organizational Behavior* 32 (1): 4–24.
- Wang, An-Chih, and Bor-Shiuan Cheng. 2010. When Does Benevolent Leadership Lead to Creativity? The Moderating Role of Creative Role Identity and Job Autonomy. *Journal of Organizational Behavior* 31 (1): 106–21.

- Wang, Heli C., Jinyu He, and Joseph T. Mahoney. 2009. Firm-Specific Knowledge Resources and Competitive Advantage: The Roles of Economic- and Relationship-Based Employee Governance Mechanisms. *Strategic Management Journal* 30 (12): 1265–85.
- Webster, Jennica R., and Terry A. Beehr. 2013. Antecedents and Outcomes of Employee Perceptions of Intra-Organizational Mobility Channels. *Journal of Organizational Behavior* 34 (7): 919–41.
- Weigelt, Carmen, and Douglas J. Miller. 2013. Implications of Internal Organization Structure for Firm Boundaries. *Strategic Management Journal* 34 (12): 1411–34.
- Weingaertner, Carina, and Åsa Moberg. 2014. Exploring Social Sustainability: Learning from Perspectives on Urban Development and Companies and Products. *Sustainable Development* 22 (March): 122–33.
- Wheeler, S. 2009. Using Research: Supporting Organizational Change and Improvement. *Business Information Review* 26 (2): 112–20.
- Whitman, Marilyn V., Jonathon R. B. Halbesleben, and Oscar Holmes. 2014. Abusive Supervision and Feedback Avoidance: The Mediating Role of Emotional Exhaustion. *Journal of Organizational Behavior* 35 (1): 38–53.
- Wiesenfeld, Batia M., Naomi B. Rothman, Sara L. Wheeler-Smith, and Adam D. Galinsky. 2011. Why Fair Bosses Fall Behind. *Harvard Business Review* 89 (7/8): 26.
- Wilkinson, Adrian. 2005. Downsizing, Rightsizing or Dumbsizing? Quality, Human Resources and the Management of Sustainability. *Total Quality Management & Business Excellence* 16 (8-9): 1079–88.
- Wilkinson, Richard, and Kate Pickett. 2009. *The Spirit Level: Why Greater Equality Makes Societies Stronger*. London: Bloomsbury Press.
- Wilson, David C., and Howard Thomas. 2012. The Legitimacy of the Business of Business Schools: What's the Future? *Journal of Management Development* 31 (4): 368–76.
- Woolley, Anita, and Thomas Malone. 2011. What Makes a Team Smarter? More Women. *Harvard Business Review* 89 (6): 32–33.
- World Commission on Environment and Development (WCED). 1987. *Our Common Future*. Oxford: Oxford University Press.
- Wright, Thomas A., and Ching-Chu Huang. 2012. The Many Benefits of Employee Well-Being in Organizational Research. *Journal of Organizational Behavior* 33 (8): 1188–92.
- Wright, Thomas A., and James Campbell Quick. 2009. The Emerging Positive Agenda in Organizations: Greater than a Trickle, but Not yet a Deluge. *Journal of Organizational Behavior* 30 (2): 147–59.

- Yang, Yang, and Alison M. Konrad. 2011. Diversity and Organizational Innovation: The Role of Employee Involvement. *Journal of Organizational Behavior* 32 (8): 1062–83.
- Young, Gary J., Howard Beckman, and Errol Baker. 2012. Financial Incentives, Professional Values and Performance: A Study of Pay-for-Performance in a Professional Organization. *Journal of Organizational Behavior* 33 (7): 964–83.
- Zacher, Hannes, and Michael Frese. 2011. Maintaining a Focus on Opportunities at Work: The Interplay between Age, Job Complexity, and the Use of Selection, Optimization, and Compensation Strategies. *Journal of Organizational Behavior* 32 (2): 291–318.

Appendices

Appendix A – List of initial categories and subcategories

No.	Initial categories	Subcategories
1	Organizational Culture	<ol style="list-style-type: none"> 1. Desirable values in organizational culture (traits) 2. Influence of and on organizational culture (influence) 3. Organizational culture as a "tool-kit" (types)
2	Emotion's role	<ol style="list-style-type: none"> 1. The role of emotions and affect (emotions role) 2. Negative emotions (negative emotions) 3. Positive emotions (positive emotions) 4. Vitality, energy and thriving at work (thriving at work, energy)
3	Leadership, management, and hierarchies	<ol style="list-style-type: none"> 1. Leadership styles (leadership styles) 2. Different approaches leaders use / could use (how to) 3. Learning in leadership and management (learning) 4. Organizational change processes (change) 5. Hierarchies and leadership identity (hierarchy) 6. The role of middle management (middle management) 7. A broader responsibility for management and leadership (human focused) 8. Autonomy, empowerment and influence (decision making, empowerment, influence, participation) 9. Factors impacting leaders and managers (lead your boss, personal sustainability)
4	Positive Organisations	<ol style="list-style-type: none"> 1. Critics on Positive Organizational Behavior (critics) 2. Importance of positivity (positive)
5	Transparency	<ol style="list-style-type: none"> 1. Transparency in organizations (transparency)
6	Justice	<ol style="list-style-type: none"> 1. Different perceptions of justice (perceptions) 2. Effects of fairness (fairness)
7	Ethics	<ol style="list-style-type: none"> 1. Morality and ethical behavior (moral) 2. Virtuousness (virtuousness)
8	Inequality	<ol style="list-style-type: none"> 1. Gender inequality (gender inequality) 2. Inequality in organizations (inequality in organizations)
9	Diversity	<ol style="list-style-type: none"> 1. Diversity in organizations (diversity)
10	Gender	<ol style="list-style-type: none"> 1. Women and leadership (leadership) 2. Gender differences, behavior and roles (behavior) 3. Gender related opportunities and salary (opportunities) 4. LGBT barriers and experiences in organisations (LGBT)
11	Compensation	<ol style="list-style-type: none"> 1. CEO Compensation (CEO) 2. Compensation and motivation (motivation) 3. Compensation and equity (equity) 4. Compensation and well-being (well-being)
12	Incivility	<ol style="list-style-type: none"> 1. Mistreatment (mistreatment) 2. Abusive supervision (abusive supervision) 3. Aggressions (aggression)
13	Older Employees	<ol style="list-style-type: none"> 1. Age and motivation, learning, innovation (Age and motivation, learning, innovation) 2. Managing older employees (managing older employees) 3. Generational differences (generational differences)
14	Work Design	<ol style="list-style-type: none"> 1. Work design in organizations (designing work, jobcrafting) 2. Others (Physical work spaces, rules, time-management)
15	Work-Life balance	<ol style="list-style-type: none"> 1. Personal success factors (personal) 2. Work-family interface (family) 3. Health and work-life balance (health) 4. Solutions for work-life balance (solutions)

16	Workplace	<ol style="list-style-type: none"> 1. Etiquette in workplaces (Etiquette) 2. Diversity in workplaces (diversity) 3. Gender in workplaces (gender) 4. Physical work environment (physical) 5. Productivity in workplaces/ Health (productivity) 6. Modern workplace/ characters of the workplace (modern)
17	Contracts	<ol style="list-style-type: none"> 1. Effects of contracts on other factors (effects of contracts) 2. What effects contracting (effect on contracts)
18	Identity	<ol style="list-style-type: none"> 1. Organizational and social identification (organizational identity) 2. Self identities and work identification (creation) 3. Effects of self and group identification (effects) 4. Identity conflicts, loss and threats (conflict and loss)
19	Motivation	<ol style="list-style-type: none"> 1. Effects of and on motivation (effects on motivation) 2. Workplace commitment and citizenship behavior (commitment) 3. Work engagement (work engagement) 4. Different types of motivation (types of motivation)
20	Creativity	<ol style="list-style-type: none"> 1. Creativity and leadership (leadership) 2. Hindering factors for creativity (hindering) 3. Fostering creativity (fostering)
21	Human Capital	<ol style="list-style-type: none"> 1. Human Capital, competitive advantage and knowlededge (human capital)
22	Learning	<ol style="list-style-type: none"> 1. Influences on learning (learning in organizations) 2. Knowledge in organizations (knowledge) 3. Benefits of learning (benefits)
23	Communication	<ol style="list-style-type: none"> 1. Communication in organizations (communication) 2. Communication through media and communication (media)
24	Feedback	<ol style="list-style-type: none"> 1. Performance Feedback (performance feedback) 2. Receiving feedback (receiving feedback) 3. Feedback tools (feedback tools) 4. Form of feedback (form of feedback)
25	Teamwork	<ol style="list-style-type: none"> 1. Group process, productivity, and learning (productivity) 2. Norms, behavior, communication and recognition in group work (behavior) 3. Leadership in teams (leadership) 4. Conflict in teams (conflict)
26	Well-being	<ol style="list-style-type: none"> 1. Health and well-being (well-being) 2. The role of work recovery (recovery) 3. Stress exhaustion at work (stress) 4. Coping at work (coping)
27	Psychological Capital	<ol style="list-style-type: none"> 1. Building psychological capital (building) 2. Negative psychological aspects (negative) 3. Positive role of psychological capital (positive)
28	Relationships	<ol style="list-style-type: none"> 1. Outcomes of relationships (outcomes) 2. Building and repairing relationships (building relationships) 3. Reciprocal and non-reciprocal relationships (reciprocal)
29	Trust	<ol style="list-style-type: none"> 1. Trust repair (trust repair) 2. Trustworthiness and building trust (build trust) 3. Benefits with trust in organizations (benefits)
30	Cooperation	<ol style="list-style-type: none"> 1. Factors that influence cooperation (influence) 2. Collaboration (collaboration)

Appendix B – Primary Categories

Appendix B 1 – Overarching Organizational Culture and Values

Primary category 1: Overarching Organizational Culture and Values			
Subcategory: Desirable values in organizational culture			
Author(s)	Title	Year	Journal
Amabile T.; Fisher C.M.; Pillemer J.	IDEO's Culture of Helping	2014	HBR
Carroll G.R.; Wheaton D.R.	The organizational construction of authenticity: An examination of contemporary food and dining in the U.S.	2009	ROB
Eckert R.A.	The Two Most Important Words	2013	HBR
Grant A.	In the Company of Givers and Takers	2013	HBR
Kanter R.M.	Cultivate a Culture Of Confidence.	2011	HBR
O'Toole J.; Bennis W.	What's Needed Next: A Culture of Candor.	2009	HBR
Srinivasan, A.;Kurey, B.	Creating a Culture of Quality	2014	HBR
Talerico A.	The Problem of Forced Fun: Interaction.	2010	HBR
Subcategory: Influence of and on organizational culture			
Author(s)	Title	Year	Journal
Ansari S.; Fiss P.; Zajak E.	Made to fit: How practices vary as they diffuse	2010	AMR
Congdon C.; Gall C.	How Culture Shapes the Office	2013	HBR
Garvin D.A.;Natarajan G.; Dowling D.	Can a Strong Culture Be Too Strong?	2014	HBR
Katzenbach J.R.;Steffen I.;Kronley C.	CULTURAL CHANGE THAT STICKS.	2012	HBR
Ren H.; Gray B.	Repairing relationship conflict: How violation types and culture influence the	2009	AMR
Rindova V.;Dalpiaz E.;Ravasi D.	A Cultural Quest: A Study of Organizational Use of New Cultural Resources in Strategy Formation.	2011	OS
Wry T.;Lounsbury M.; Glynn M.A.	Legitimizing Nascent Collective Identities: Coordinating Cultural Entrepreneurship.	2011	OS
Subcategory: Virtuousness			
Author(s)	Title	Year	Journal
Atkins P.; Parker S.	Understanding individual compassion in organisations: The role of appraisals and psychological flexibility	2012	AMR
Blader, S.L.; Chen, Y.-R.	What Influences How Higher-Status People Respond to Lower-Status Others? Effects of Procedural Fairness, Outcome Favorability, and Concerns About Status.	2011	OS
Fehr R.; Gelfand M.	The forgiving organisation: A multilevel model of forgiveness at work	2012	AMR
Friedland J.; Cole B.	Expanding the motivations for altruism: A philosophical perspective.	2013	JOB
Goodstein J.; Aquino K.	And restorative justice for all: Redemption, forgiveness, and reintegration in organizations.	2010	JOB
Grant A.	Giving time, after time: Work design and sustained employee participation in corporate volunteering	2012	AMR
Halbesleben J.; Wheeler A.	I owe you one: Coworker reciprocity as a moderator of the day-level exhaustion-	2011	JOB
Harrison, S.H.; Ashforth, B.E.; Corley, K.G.	Organizational sacralization and sacrilege	2009	ROB
Lawrence T.; Maitlis S.	Care and possibility: Enhancing an Ethic of care through narrative practice	2012	AMR
Lind, E.A.; van den Bos, K.	Freeing organizational behavior from inhibitory constraints	2013	ROB
Madden L.; Duchon D.; Madden T.; Ashmos Plowman D.	Emergent organizational capacity for compassion	2012	AMR
Miller T.; Grimes M.; McMullen J.; Vogus T.	Venturing for others with heart and head: How compassion encourages social entrepreneurship	2012	AMR
Muller A.; Pfarrer M.; Little L.	A theory of collective empathy in corporate philanthropy decisions	2014	AMR
Peus C.	Money over man versus caring and compassion? Challenges for today's organizations and their leaders.	2011	JOB
Piccolo R.; Greenbaum R.; Hartog D.	The relationship between ethical leadership and core job characteristics.	2010	JOB
Plambeck, N.; Weber, K.	When the glass is half full and half empty: CEOs' ambivalent interpretations of strategic issues.	2010	SMJ
Rynes S. ; Bartunek J.; Dutton J.; Margolis J.	Care and compassion through an organizational lens: Opening up new possibilities	2012	AMR
Spitzmuller M.; Van Dyne L.	Proactive and reactive helping: Contrasting the Importance of Positivity consequences of different forms of helping Proactive and reactive helping:	2013	JOB
Tsui A.	On compassion in scholarship: Why should we care?	2013	AMR
Vadera, A.K.; Pratt, M.G.	Love, Hate, Ambivalence, or Indifference? A Conceptual Examination of Workplace Crimes and Organizational Identification.	2013	OS
Walsh J.	Embracing the sacred in our secular scholarly world	2011	AMR

Subcategory: Thriving at work			
Author(s)	Title	Year	Journal
Kark R.; Carmeli A.	Alive and creating: the mediating role of vitality and aliveness in the relationship between psychological safety and creative work involvement.	2009	JOB
Niessen C.; Sonnentag S.; Sach F.	Thriving at work-A diary study.	2012	JOB
Porath C.; Spreitzer G.; Gibson et al., C.	Thriving at work: Toward its measurement, construct validation, and theoretical refinement.	2012	JOB
Subcategory: Energy			
Author(s)	Title	Year	Journal
Cole M.; Brunch H.; Vogel B.	Energy at work: A measurement validation and linkage to unit effectiveness.	2012	JOB
Demerouti E.; Bakker A.; Sonnentag S.	Work-related flow and energy at work and at home: A study on the role of daily recovery.	2012	JOB
Peterson C.; Park N.; Hall et al. N.	Zest and work.	2009	JOB
Subcategory: A broader responsibility for management and leadership			
Author(s)	Title	Year	Journal
Hamel G.	Moon Shots for Management.	2009	HBR
Kanter R.M.	WHAT WOULD PETER SAY?	2009	HBR
Marquis C.;Lee M.	Who is governing whom? Executives, governance, and the structure of generosity in large U.S. firms.	2013	SMJ
O'Toole J.;Bennis W.	What's Needed Next: A Culture of Candor.	2009	HBR
Perlow L.A.;Porter J.L.	Making Time Off Predictable & Required.	2009	HBR
Thomke S.	Mumbai's Models of Service Excellence	2012	HBR
Washburn N.T.	Why Profit Shouldn't Be Your Top Goal.	2009	HBR
Subcategory: Importance of Positivity			
Author(s)	Title	Year	Journal
Hannah S.; Robert R.; Lord R.	Leader self-structure: a framework for Importance of Positivity leadership.	2009	JOB
West B. ; Patera J. ; Carsten M.	Team level positivity: investigating Importance of Positivity psychological capacities and team level outcomes.	2009	JOB
Wright T.; Quick J.	The emerging Importance of Positivity agenda in organizations: greater than a trickle, but not yet a deluge.	2009	JOB
Subcategory: Critics on Positive Organizational Behavior			
Author(s)	Title	Year	Journal
Bolino M.;Klotz A.;Turnley W. et al.	Exploring the dark side of organizational citizenship behavior.	2013	JOB
Hackman R.	The point of POB: Rejoinder.	2009	JOB
Hackman R.	The perils of positivity.	2009	JOB
Luthans F. ; Avolio B.	The "point" of Importance of Positivity organizational behavior.	2009	JOB

Appendix B 2 – Ethical Considerations and Justice

Primary category 2: Ethical considerations and justice			
Subcategory: Transparency in Organizations			
Author(s)	Title	Year	Journal
Kalyta,P.	Compensation transparency and managerial opportunism: a study of supplemental retirement plans.	2009	SMJ
Pirson, M.; Malhotra, D.	Foundations of Organizational Trust: What Matters to Different Stakeholders?	2011	OS
Wilkin,S.	Heed the Calls for Transparency	2009	HBR
Subcategory: Different perceptions of justice			
Author(s)	Title	Year	Journal
Goodstein J.; Aquino K.	And restorative justice for all: Redemption, forgiveness, and reintegration in organizations.	2010	JOB
Holtz B.; Harold C.	Effects of leadership consideration and structure on employee perceptions of justice and counterproductive work behavior.	2013	JOB
Janssen J. ; Muller P.; Greifeneder R.	Cognitive processes in procedural justice judgments: The role of ease-of-retrieval, uncertainty, and experience.	2011	JOB
Jones D.	Getting even with one's supervisor and one's organization: relationships among types of injustice, desires for revenge, and counterproductive work behaviors.	2009	JOB
Patient D.	Pitfalls of administering justice in an inconsistent world: Some reflections on the consistency rule.	2011	JOB
Stein J.; Steinley D.; Cropanzano R.	How and why terrorism corrupts the consistency principle of organizational justice.	2011	JOB
Umphress E. ; Simmons A.; Folger R. et al.	Observer reactions to interpersonal injustice: The roles of perpetrator intent and victim perception.	2013	JOB
Webster J.; Beehr T.	Antecedents and outcomes of employee perceptions of intra-organizational mobility channels.	2013	JOB
Subcategory: Effects of Fairness			
Author(s)	Title	Year	Journal
Cloutier J. ;Denis P. ; Bilodeau H.	The dynamics of strike votes: Perceived justice during collective bargaining.	2013	JOB
Collins B.; Mossholder K.; Taylor S.	Does process fairness affect job performance? It only matters if they plan to stay.	2012	JOB
Janssen O.; Lam C.; Huang X.	Emotional exhaustion and job performance: The moderating roles of distributive justice and positive affect.	2010	JOB
Jones D.; Martens M.	The mediating role of overall fairness and the moderating role of trust certainty in justice–criteria relationships: the formation and use of fairness heuristics in the workplace.	2009	JOB
Khan A.;Quratulain S. ; Bell C. M.	Episodic envy and counterproductive work behaviors: Is more justice always good?	2014	JOB
Khazanchi S.; Masterson S.	Who and what is fair matters: A multi-foci social exchange model of creativity.	2011	JOB
Lavelle J. ;Brockner J.; Konovsky M. et al.	Commitment, procedural fairness, and organizational citizenship behavior: a multifoci analysis.	2009	JOB
Walumbwa F.; Cropanzano R.;Hartnell C.	Organizational justice, voluntary learning behavior, and job performance: A test of the mediating effects of identification and leader-member exchange.	2009	JOB

Subcategory: Morality and ethical behavior			
Author(s)	Title	Year	Journal
Ariely D.	In Praise of The Handshake	2011	HBR
Arnaud A.; Schminke M.	The Ethical Climate and Context of Organizations: A Comprehensive Model.	2012	OS
Bazerman, M. H.; Tenbrunsel, A. E.	Ethical Breakdowns	2011	HBR
Bitektine A.	Toward a theory of social judgements of organizations: The case of legitimacy, reputation, and status	2011	AMR
Dahling J.; Chau S.; Mayer D. et al.	Breaking rules for the right reasons? An investigation of pro-social rule breaking.	2012	JOB
Desai, S.	Adults Behave Better When Teddy Bears Are in the Room	2011	HBR
Dollard M.; Osborne K. ; Manning I.	Organization-environment adaptation: A macro-level shift in modeling work distress and morale.	2013	JOB
Hannah S.; Avolio B.; May D.	Moral maturation and moral conation: A capacity approach to explaining moral thought and action	2011	AMR
Jones D.; Martens M.	The mediating role of overall fairness and the moderating role of trust certainty in justice–criteria relationships: the formation and use of fairness heuristics in the workplace.	2009	JOB
Klots A.;Bolino M.	Citizenship and counterproductive work behavior: A moral licensing view	2013	AMR
Kramer R. M.	Rethinking Trust.	2009	HBR
Kreps T. A. Monin B.	“Doing well by doing good”? Ambivalent moral framing in organizations	2011	ROB
Lyons S.; Higgins C. ; Duxbury L.	Work values: Development of a new three-dimensional structure based on confirmatory smallest space analysis.	2010	JOB
Moore C.;Gino F.	Ethically adrift: How others pull our moral compass from true North, and how we can fix it	2013	ROB
Nonaka I.; Takeuchi H.	The Wise Leader	2011	HBR
O’reiley J. ; Aquino K.	A Model of Third Parties' Morally Motivated Responses to Mistreatment in Organizations.	2011	AMR
Robertson J. ; Barling J.	Greening organizations through leaders' influence on employees' pro-environmental behaviors.	2013	JOB
Schwartz B.	Practical wisdom and organizations	2011	ROB
Sonenshein S.	Emergence of Ethical Issues During Strategic Change Implementation.	2009	OS
Stein J.; Steinley D.; Cropanzano R.	How and why terrorism corrupts the consistency principle of organizational justice.	2011	JOB
Tenbrunsel, A. E.;Diekmann, K.A.; Wade-Benzoni, K. A.;Bazerman, M. H.	The ethical mirage: A temporal explanation as to why we are not as ethical as we think we are	2010	ROB
Subcategory: Etiquette in workplaces			
Author(s)	Title	Year	Journal
Aquino K.; Sheppard L; Watkins, M. B.; O’Reilly J.; Smith, A.	Social sexual behavior at work	2014	ROB
Bernstein, A.	Behave Yourself!	2014	HBR
PORATH C; PEARSON C	THE PRICE OF INCIVILITY	2013	HBR

Appendix B 3 – Diversity

Primary category 3: Diversity			
Subcategory: Gender Inequality			
Author(s)	Title	Year	Journal
Belliveau M. A.	Engendering Inequity? How Social Accounts Create vs. Merely Explain Unfavorable Pay Outcomes for Women.	2012	OS
Fiorina C.	To Change the World, Invest in One Woman	2013	HBR
Kulich C.; Trojanowski G.; Ryan M.K.; Alexander Haslam S; Renneboog, L.D.R.	Who gets the carrot and who gets the stick? Evidence of gender disparities in executive remuneration.	2011	SMJ
n.a.	The Gender Wage Gap.	2010	HBR
Subcategory: Inequality in organization			
Author(s)	Title	Year	Journal
Davis, G. F.; Cobb, J. A.	Corporations and economic inequality around the world: The paradox of hierarchy	2010	ROB
Gray B.; Kish-Gephart J.	Encountering social class differences at work: How "class Work" perpetuates inequality	2013	AMR
Tetlock P. E.; Mitchell, G.	Implicit Bias and Accountability Systems: What Must Organizations Do to Prevent Discrimination?	2009	ROB
Subcategory: Compensation and equity			
Author(s)	Title	Year	Journal
Belliveau, M.A.	Engendering Inequity? How Social Accounts Create vs. Merely Explain Unfavorable Pay Outcomes for Women.	2012	OS
Datta S.; Guha A.; Iskandar-Datta M.	Ending the Wage Gap	2013	HBR
Kulich, C.; Trojanowski, G.; Ryan, M. K; Alexander Haslam, S; Renneboog, L.D.R.	Who gets the carrot and who gets the stick? Evidence of gender disparities in executive remuneration.	2011	SMJ
Marks M.; Harold C.	Who asks and who receives in salary negotiation.	2011	JOB
n.a.	NICE GUYS FINISH POORER	2012	HBR
n.a.	A Good Joke Can Pay Off.	2011	HBR
n.a.	The Gender Wage Gap.	2010	HBR
Subcategory: Diversity in organization			
Author(s)	Title	Year	Journal
Brooke, B.	The Art of Developing Truly Global Leaders	2010	HBR
Carnabuci, G.; Operti, E.	Where do firms' recombinant capabilities come from? Intraorganizational networks, knowledge, and firms' ability to innovate through technological recombination.	2013	SMJ
Cheng C. ; Chua R.; Morris M.	Finding the right mix: How the composition of self-managing multicultural teams' cultural value orientation influences performance over time.	2010	JOB
Davidson, M. N.; Reinemund, S.; Borst, G.; Veihmeyer, J.B.	How Hard Should You Push Diversity?	2012	HBR
Dezsö, C. L.; Ross, D. G.	Does female representation in top management improve firm performance? A panel data investigation.	2013	SMJ
Dumas, T. L.; Phillips, K. W.; Rothbard, N. P.	Getting Closer at the Company Party: Integration Experiences, Racial Dissimilarity, and Workplace Relationships.	2010	OS
Fitzsimmons S.	Multicultural employees: A framework for understanding how they contribute to organizations	2014	AMR
Gevers J. ;Peeters M. A. G.	A pleasure working together? The effects of dissimilarity in team member conscientiousness on team temporal processes and individual satisfaction.	2013	JOB
Ghumman S. ;Jackson L.	The downside of religious attire: The Muslim headscarf and expectations of obtaining employment.	2013	JOB
Groysberg, B.; Connolly, K.	Great Leaders Who Make the Mix Work	2013	HBR
Han J. ; Han J.; Brass D.	Human capital diversity in the creation of social capital for team creativity	2013	JOB
Harrison D.; Humphrey S.	Designing for diversity or diversity for design? Tasks, interdependence, and within-unit differences at work.	2010	JOB
Hewlett, S. A.; Marshall, M.; Sherbin, L.	How Diversity Can Drive Innovation	2011	HBR
Hong, H.-J.; Doz, Y.	L'Oréal Masters Multiculturalism	2012	HBR
Hoppe A.; Fujishiro K.; Heaney C. et al.	Workplace racial/ethnic similarity, job satisfaction, and lumbar back health among warehouse workers: Asymmetric reactions across racial/ethnic groups	2014	JOB
Huckman, R.; Staats, B.	The Hidden Benefits of Keeping Teams Intact	2013	HBR
Ibarra, H.;Ely, R.;Kolb, D.	Women Rising: The Unseen Barriers	2013	HBR
Ibarra,H.; Hansen, M.T.; Danielson, D.; Anwar, S.; Melton, R.; Peltin, S.; Alao, M.; Perschel, A.	Women CEOs: Why So Few?: Interaction.	2013	HBR
King E. ; Dawson J.; Kravitz D, et al.	A multilevel study of the relationships between diversity training, ethnic discrimination and satisfaction in organizations.	2014	JOB

Kunze F.; Boehm S.; Bruch H.	Age diversity, age discrimination climate and performance consequences-a cross organizational study.	2012	JOB
Lei L. ; Babcock L.	Asian Americans and workplace discrimination: The interplay between sex of evaluators and the perception of social skills Asian Americans and workplace discrimination: The interplay between sex of evaluators and the perception of social skills.	2013	JOB
Loyd, D. L.; Wang, C. S.; Phillips, K. W.; Lount Jr., R. B.	Social Category Diversity Promotes Premeeting Elaboration: The Role of Relationship Focus.	2013	OS
Lyons S.; Kuron L.	Generational differences in the workplace: A review of the evidence and directions for future research	2013	JOB
Más, M.; Flache, A.; Takács, K.; Jehn, K. A.	In the Short Term We Divide, in the Long Term We Unite: Demographic Crisscrossing and the Effects of Faultlines on Subgroup Polarization.	2011	OS
McKay, P. F.; Avery, D. R.; Liao, H.; Morris, M. A.	Does Diversity Climate Lead to Customer Satisfaction? It Depends on the Service Climate and Business Unit Demography.	2010	OS
Miller, D.; Le Breton-Miller, I.; Lester, R. H.	Family ownership and acquisition behavior in publicly-traded companies.	2009	SMJ
Mors, M.L.	Innovation in a global consulting firm: when the problem is too much diversity.	2014	SMJ
n.a.	Diversity	2013	HBR
n.a.	MORE FOREIGN EXECUTIVES	2010	HBR
Neffke, F.; Henning, M.	Skill relatedness and firm diversification.	2012	SMJ
Nielsen, B. B.; Nielsen, S.	Top management team nationality diversity and firm performance: A multilevel study.	2009	SMJ
Nouri R. ; Erez M.; Rockstuhl T.; Ang S.	Taking the bite out of culture: The impact of task structure and task type on overcoming impediments to cross-cultural team performance.	2012	JOB
O'Leary, M. B.; Mortensen, M.	Go (Con)figure: Subgroups, Imbalance, and Isolates in Geographically Dispersed Teams.	2014	OS
Olsen J. ; Martins L.	Understanding organizational diversity management programs: A theoretical framework and directions for future research.	2014	JOB
Pennings, J. M.; Wezel, F. C.	Faraway, Yet So Close: Organizations in Demographic Flux.	2014	OS
Phillips K.; Rothbard N.; Dubas T.	To disclose or not to disclose? Status distance and self-disclosure in diverse environments	2012	AMR
Qian, C.; Cao, Q.; Takeuchi, R.	Top management team functional diversity and organizational innovation in China: The moderating effects of environment.	2013	SMJ
Rice J.	Why Make Diversity So Hard to Achieve?	2013	HBR
Rice, J.	Why Make Diversity So Hard to Achieve?	2013	HBR
Salas E.; Gelfand M.	Introduction to the Special Issue: Collaboration in multicultural environments.	2013	JOB
Salmon E. ; Gelfand M.; Celik et al. A.	Cultural contingencies of mediation: Effectiveness of mediator styles in intercultural disputes.	2011	JOB
Sauer, S. J.; Thomas-Hunt, M. C.; Morris, P. A.	Too Good to Be True? The Unintended Signaling Effects of Educational Prestige on External Expectations of Team Performance.	2013	OS
Sharer, K.	How Should Your Leaders Behave?	2012	HBR
Sosa, M. E.	Where Do Creative Interactions Come From? The Role of Tie Content and Social Networks.	2011	OS
Triana M. ; García M.	Valuing diversity: a group-value approach to understanding the importance of organizational efforts to support diversity.	2010	JOB
Triana M.; Porter C.; DeGrassi S. et al.	We're all in this together...except for you: The effects of workload, performance feedback, and racial distance on helping behavior in teams.	2010	JOB
Wasserman, V.; Frenkel, M.	Organizational Aesthetics: Caught Between Identity Regulation and Culture Jamming.	2011	OS
Yang Y. ; Konrad A.	Diversity and organizational innovation: The role of employee involvement.	2013	JOB
Yoshino, K.;Smith, C.	Fear of Being Different Stifles Talent	2012	HBR
Zoellick, R. B.	An Insider's Advice for Obama's New Team	2013	HBR
Subcategory: Women and Leadership			
Author(s)	Title	Year	Journal
Bowles, H.R.	Claiming authority: How women explain their ascent to top business leadership positions	2012	ROB
Branson, D. M.	Women in Management: Delusions of Progress: Interaction.	2010	HBR
Bruckmüller, S.;Branscombe, N. R.	How Women End Up On the "Glass Cliff"	2011	HBR
Carter, N. M.; Silva, C.	Women in Management: Delusions of Progress.	2010	HBR
Dalton, D. R.; Dalton, C. M.	Women Gain (Hidden) Ground in the Boardroom.	2009	HBR
Dezsö, C. L.; Ross, D.G.	Does female representation in top management improve firm performance? A panel data investigation.	2012	SMJ

Dixon-Fowler, H. R.; Ellstrand, A. E.; Johnson, Jonathan L	Strength in numbers or guilt by association? Intragroup effects of female chief executive announcements.	2013	SMJ
Ellemers, N.; Rink, F.; Derks, B.; Ryan, M. K.	Women in high places: When and why promoting women into top positions can harm them individually or as a group (and how to prevent this)	2012	ROB
Groysberg, B.; Bell, D.	Dysfunction in the Boardroom	2013	HBR
Ibarra, H.; Hansen, M. T.; Danielson, D.; Anwar, S.; Melton, R.; Peltin, S.; Alao, M.; Perschel, A.	Women CEOs: Why So Few?: Interaction.	2010	HBR
Ibarra, H.; Obodaru, O.	Women and the Vision Thing.	2009	HBR
Ibarra, H.; Ely, R.; Kolb, D.	Women Rising: The Unseen Barriers	2013	HBR
Ignatius, A.	Now Is Our Time	2013	HBR
Ignatius, A.	From the Editor: Where Are the Female Leaders	2013	HBR
Ignatius, A.	Where Are All the Women	2013	HBR
Lang, I. H.	Co-Opt the Old Boys' Club: Make It Work for Women.	2011	HBR
n.a.	Spotlight: Women in Leadership	2013	HBR
n.a.	How Should We Portray Female Leaders?: Interaction.	2013	HBR
n.a.	"I TRY TO SPARK NEW IDEAS".	2013	HBR
n.a.	Dysfunction in the Boardroom: Interaction	2013	HBR
Vanderbroeck, P.	Women and the Vision Thing.	2009	HBR
Subcategory: Gender differences, behavior and roles			
Author(s)	Title	Year	Journal
Barbulescu, R.; Bidwell, M.	Do Women Choose Different Jobs from Men? Mechanisms of Application Segregation in the Market for Managerial Workers.	2013	OS
Beard, A.	The Silent Sex	2013	HBR
Benko, C.; Pelster, B.	How Women Decide.	2013	HBR
Duguid, M. M.; Loyd, D. L.; Tolbert, P. S.	The Impact of Categorical Status, Numeric Representation, and Work Group Prestige on Preference for Demographically Similar Others: A Value Threat	2012	OS
Ely, R. J. Meyerson, D. E.	An organizational approach to undoing gender: The unlikely case of offshore oil platforms	2010	ROB
Festjens, A.; Beard, A.	Women Too Respond to Sexual Cues by Taking More Risks	2014	HBR
Gibson, D.E.; Lawrence, B. S.	Women's and Men's Career Referents: How Gender Composition and Comparison Level Shape Career Expectations.	2010	OS
Heilman, M. E.	Gender stereotypes and workplace bias	2012	ROB
Hewlett, S. A.; Sherbin, L.; Forster, D.h	Off-Ramps and On-Ramps Revisited.	2010	HBR
Mayo, Anthony J; Yamazaki, Mayuka	Conversation.	2009	HBR
n.a.	THE POWERFUL EFFECT (ON MEN) OF THINKING ABOUT THE POWERFUL	2013	HBR
n.a.	MORE ESTROGEN, MORE ACCURACY	2013	HBR
n.a.	NICE GUYS FINISH POORER	2012	HBR
n.a.	Research Watch.	2011	HBR
Woolley, A.; Malone, T.	What Makes a Team Smarter? More Women.	2011	HBR
Subcategory: Gender related opportunities and pay			
Author(s)	Title	Year	Journal
Belliveau, M. A.	Engendering Inequity? How Social Accounts Create vs. Merely Explain Unfavorable Pay Outcomes for Women.	2012	OS
Carter, Nancy M; Silva, Christine	High Potentials in the Downturn: Sharing the Pain?	2009	HBR
Datta, S.; Guha, A.; Iskandar-Datta, M.	Ending the Wage Gap	2013	HBR
Hewlett, S. A.; Rashid, R.	The Battle for Female Talent in Emerging Markets.	2010	HBR
Ibarra, H.; Carter, N. M.; Silva, C.	Why Men Still Get More Promotions Than Women.	2010	HBR
Kulich, Clara; Trojanowski, Grzegorz; Ryan, Michelle K; Alexander Haslam, S; Renneboog, Luc D R	Who gets the carrot and who gets the stick? Evidence of gender disparities in executive remuneration.	2011	SMJ
L. Lei; L. Babcock	Asian Americans and workplace discrimination: The interplay between sex of evaluators and the perception of social skills Asian Americans and workplace discrimination: The interplay between sex of evaluators and the perception of social skills.	2013	JOB
Martell, R.F.; Emrich, C. G; Robison-Cox, J.	From bias to exclusion: A multilevel emergent theory of gender segregation in organizations	2012	ROB
McGinn, K. L.; Milkman, K. L.	Looking Up and Looking Out: Career Mobility Effects of Demographic Similarity Among Professionals.	2013	OS
n.a.	Women and the Economics of Equality	2013	HBR
n.a.	WOMEN IN THE WORKPLACE: A RESEARCH ROUNDUP	2013	HBR
n.a.	How to Move Beyond Gender Bias	2013	HBR
n.a.	Why Men Still Get More Promotions Than Women: Interaction.	2010	HBR
n.a.	The Gender Wage Gap.	2010	HBR
O'Neil; C. O'Reilly	Careers as tournaments: The impact of sex and gendered organizational culture preferences on MBAs' income attainment.	2010	JOB

Subcategory: LGBT related barriers and experiences in			
Author(s)	Title	Year	Journal
Chuang, Y.-T.; Church, R.; Ophir, R.	Taking Sides: The Interactive Influences of Institutional Mechanisms on the Adoption of Same-Sex Partner Health Benefits by Fortune 500 Corporations, 1990-2003.	2011	OS
Hewlett, S. A.; Sumberg, K.	For LGBT Workers, Being "Out" Brings Advantages	2011	HBR
Kleinbaum, A. M.; Stuart, T. E.; Tushman, M.L.	Discretion Within Constraint: Homophily and Structure in a Formal Organization.	2013	OS
McGinn, D.	Changing Gender On the Job.	2010	HBR
Mehler, L.	When Steve Becomes Stephanie.	2009	HBR
Subcategory: Mistreatment			
Author(s)	Title	Year	Journal
Aquino, K.; Sheppard, L.; Watkins, M.B.; O'Reilly, J.; Smith, A.	Social sexual behavior at work	2014	ROB
Diekmann, K. A.; Sillito Walker, S. D.; Galinsky, A. D.; Tenbrunsel, A.E.	Double Victimization in the Workplace: Why Observers Condemn Passive Victims of Sexual Harassment.	2013	OS
epper B.; Henle C.	A case for recognizing distinctions among constructs that capture interpersonal mistreatment in work organizations.	2011	JOB
Ferguson M.	You cannot leave it at the office: Spillover and crossover of coworker incivility.	2012	JOB
Hershcovis S.	'Incivility, social undermining, bullying...oh my!': A call to reconcile constructs within workplace aggression research.	2011	JOB
Kilduff, M.; Chiaburu, D. S.; Menges, J. I.	Strategic use of emotional intelligence in organizational settings: Exploring the dark side	2010	ROB
Lei L. ; Babcock L.	Asian Americans and workplace discrimination: The interplay between sex of evaluators and the perception of social skills Asian Americans and workplace discrimination: The interplay between sex of evaluators and the perception of social skills.	2013	JOB
n.a.	The Price of Incivility: Interaction	2013	HBR
O'reiley J.; Aquino K.	A Model of Third Parties' Morally Motivated Responses to Mistreatment in Organizations.	2011	AMR
PORATH, C.; PEARSON, C.	THE PRICE OF INCIVILITY	2013	HBR
Rosette, A.S.; Carton, A. M.; Bowes-Sperry, L.; Hewlin, P.F.	Why Do Racial Slurs Remain Prevalent in the Workplace? Integrating Theory on Intergroup Behavior.	2013	OS
Ryan A. ; Wessel J.	Sexual orientation harassment in the workplace: When do observers intervene?	2012	JOB
Sliter M. ;Sliter K. ; Jex S.	The employee as a punching bag: The effect of multiple sources of incivility on employee withdrawal behavior and sales performance.	2012	JOB
Spector P.	Introduction: Should distinctions be made among different forms of mistreatment at work?	2011	JOB
Taylor S. ; Bedeian A.; Kluemper D.	Linking workplace incivility to citizenship performance: The combined effects of affective commitment and conscientiousness.	2012	JOB
Umphress E. ; Simmons A.; Folger et al. R.	Observer reactions to interpersonal injustice: The roles of perpetrator intent and victim perception.	2013	JOB
Subcategory: Age and motivation, learning, innovation			
Author(s)	Title	Year	Journal
Bertolino M. ; Truxillo D. ; Fraccaroli F.	Age as moderator of the relationship of proactive personality with training motivation, perceived career development from training, and training behavioral intentions.	2011	JOB
de Lange A. ; Taris T. ; Jansen et al. P.	On the relationships among work characteristics and learning-related behavior: Does age matter?	2010	JOB
Kooij D. ; Jansen P.; Dikkers et al. J.	The influence of age on the associations between HR practices and both affective commitment and job satisfaction: A meta-analysis.	2010	JOB
Kooij D. ; De Lange A. ; Jansen et al. P.	Age and work-related motives: Results of a meta-analysis.	2011	JOB
Ng T. ; Feldman D.	Age and innovation-related behavior: The joint moderating effects of supervisor undermining and proactive personality.	2013	JOB
Van Vianen A. ; Dalhoeven B. ; De Pater I.	Aging and training and development willingness: Employee and supervisor mindsets.	2011	JOB

Subcategory: Managing older employees			
Author(s)	Title	Year	Journal
Armstrong-Stassen M. ; Schlosser F.	Perceived organizational membership and the retention of older workers.	2011	JOB
Avery D. ; Mckay P. ; Hunter E.	Demography and disappearing merchandise: How older workforces influence retail shrinkage.	2012	JOB
Baltes B. ; Finkelstein L.	Contemporary empirical advancements in the study of aging in the workplace.	2011	JOB
Guterman, J.; Cappelli, P.; Novelli, B.; Erickson, T. J.	When the Longtime Star Fades.	2010	HBR
Nahum-Shani I. ; Bamberger P.	Work hours, retirement, and supportive relations among older adults.	2011	JOB
Ng T. ; Feldman D.	Age, work experience, and the psychological contract.	2009	JOB
Weigl M. ; Muller A. ; Hornung et al. S.	The moderating effects of job control and selection, optimization, and compensation strategies on the age-work ability relationship.	2013	JOB
Zacher H. ; Frese M.	Maintaining a focus on opportunities at work: The interplay between age, job complexity, and the use of selection, optimization, and compensation strategies.	2011	JOB
Subcategory: Generational differences			
Author(s)	Title	Year	Journal
James J.; McKechnie S. ; Swanberg J.	Predicting employee engagement in an age-diverse retail workforce.	2011	JOB
Joshi A. ; Dencker J. ; Franz G.; Martoccio J.	Unpacking generational identities in organizations	2010	AMR
Joshi, A.; Dencker, J. C.; Franz, G.	Generations in organizations	2011	ROB
Kunze F.; Boehm S. ; Bruch H.	Age diversity, age discrimination climate and performance consequences-a cross organizational study.	2011	JOB
Lyons S. ; Kuron L.	Generational differences in the workplace: A review of the evidence and directions for future research	2014	JOB
Subcategory: Gender in workplaces			
Author(s)	Title	Year	Journal
Heilman, M. E.	Gender stereotypes and workplace bias	2012	ROB
n.a.	WOMEN IN THE WORKPLACE: A RESEARCH ROUNDUP	2013	HBR
Subcategory: Diversity in workplaces			
Author(s)	Title	Year	Journal
Hewlett, S. A.; Marshall, M.; Sherbin, L.	How Diversity Can Drive Innovation	2013	HBR

Appendix B 4 – Change, hierarchies, influence, and the design of work

Primary category 4: Change, hierarchies, influence, and the design of work			
Subcategory: Change in organizations			
Author(s)	Title	Year	Journal
Howard-Grenville, J.; Golden-Biddle, K.; Irwin, J.; Mao, J.	Liminality as Cultural Process for Cultural Change.	2011	OS
Lovegrove, N.; Thomas, M.	TRIPLE-STRENGTH LEADERSHIP	2013	HBR
Martin, R. L.	The Execution Trap.	2010	HBR
n.a.	Building Employee Commitment to Change Across Organizational Levels: The Influence of Hierarchical Distance and Direct Managers' Transformational Leadership.	2012	OS
n.a.	Resisters at Work: Generating Productive Resistance in the Workplace.	2012	OS
Paroutis, S.; Heracleous, L.	Discourse revisited: Dimensions and employment of first-order strategy discourse during institutional adoption.	2013	SMJ
Powell, T. C.; Lovallo, D.; Fox, C. R.	Behavioral strategy.	2011	SMJ
Sanchez-Burks, J.; Huy, Q. N.	Emotional Aperture and Strategic Change: The Accurate Recognition of Collective Emotions.	2009	OS
Sonenshein, S.; Dholakia, U.	Explaining Employee Engagement with Strategic Change Implementation: A Meaning-Making Approach.	2012	OS
Thomas, R.; Sargent, L. D.; Hardy, C.	Managing Organizational Change: Negotiating Meaning and Power-Resistance Relations.	2011	OS
Subcategory: Hierarchies and leadership identity			
Author(s)	Title	Year	Journal
Anderson, C.; Brown, C. E.	The functions and dysfunctions of hierarchy	2010	ROB
Boyle, E.; Shapira, Z.	The Liability of Leading: Battling Aspiration and Survival Goals in the Jeopardy! Tournament of Champions.	2012	OS
Butler, J. C.; Grahovac, J.	Learning, Imitation, and the Use of Knowledge: A Comparison of Markets, Hierarchies, and Teams.	2012	OS
Dahlander, Linus; O'Mahony, Siobhan	Progressing to the Center: Coordinating Project Work.	2011	OS
DeRue D. ; Ashford S.	Who will lead and who will follow? A social process of leadership identity construction in organizations	2010	AMR
DeRue, D. S.	Adaptive leadership theory: Leading and following as a complex adaptive process	2011	ROB
Galvin B. ; Balkundi P. ; Waldman D.	Spreading the word: The role of surrogates in charismatic leadership processes	2010	AMR
Hamel, G.	FIRST, LET'S FIRE ALL THE MANAGERS.	2011	HBR
Kotter, J. P.	ACCELERATE!	2012	HBR
Marinova, S. V.; Moon, H.; Kamdar, D.	Getting Ahead or Getting Along? The Two-Facet Conceptualization of Conscientiousness and Leadership Emergence.	2013	OS
Subcategory: Autonomy, empowerment and influence in organizations			
Author(s)	Title	Year	Journal
Amar, A D; Hentrich, C.; Hlupic, V.	To Be a Better Leader, Give Up Authority	2009	HBR
Bendapudi, N.; Bendapudi, V.	How to Use Language That Employees Get.	2009	HBR
Bernoff, J.;Schadler, T.	Empowered.	2010	HBR
Burris, E. R.; Detert, J. R.; Romney, A.C.	Speaking Up vs. Being Heard: The Disagreement Around and Outcomes of Employee Voice.	2013	OS
Crossland, C.; Hambrick, D.C.	Differences in managerial discretion across countries: how nation-level institutions affect the degree to which ceos matter.	2011	SMJ
Davenport, T. H.	The Wisdom of Your In-House Crowd	2012	HBR
Detert, J. R.; Treviño, L. K.	Speaking Up to Higher-Ups: How Supervisors and Skip-Level Leaders Influence Employee Voice.	2010	OS
Dust S.; Resnick C. ; Mawritz et al. M.	Transformational leadership, psychological empowerment, and the moderating role of mechanistic–organic contexts	2014	JOB
Frisch, B.	Who Really Makes the Big Decisions in Your Company?	2011	HBR
Gaimon, C.I; Özkan, G. F.; Napoleon, K.	Dynamic Resource Capabilities: Managing Workforce Knowledge with a Technology Upgrade.	2011	OS
Huang X. ; Iun J. ; Liu et al. A.	Does participative leadership enhance work performance by inducing empowerment or trust? The differential effects on managerial and non-managerial subordinates.	2010	JOB
Klingebl, R.; De Meyer, A.	Becoming Aware of the Unknown: Decision Making During the Implementation of a Strategic Initiative.	2013	OS
Mikes, A.; Hall, M.; Millo, Y.	How Experts Gain Influence	2013	HBR
Rosenoer, J.; Scherlis, W.	Risk Gone Wild.	2009	HBR
Sun L. ; Pan W. ; Chow I.	The role of supervisor political skill in mentoring: Dual motivational perspectives	2014	JOB

Subcategory: Organizational culture as tool-kit			
Author(s)	Title	Year	Journal
Harrison, Spencer H; Corley, Kevin G	Clean Climbing, Carabiners, and Cultural Cultivation: Developing an Open-Systems Perspective of Culture.	2011	OS
Howard-Grenville, Jennifer; Golden-Biddle, Karen; Irwin, Jennifer; Mao, Jina	Liminality as Cultural Process for Cultural Change.	2011	OS
Kellogg, Katherine C	Hot Lights and Cold Steel: Cultural and Political Toolkits for Practice Change in Surgery.	2011	OS
Subcategory: Design of work			
Author(s)	Title	Year	Journal
Becker B. ; Huselid M.	SHRM and job design: Narrowing the divide.	2010	JOB
Berg J. ; Wrzesniewski A. ; Dutton J.	Perceiving and responding to challenges in job crafting at different ranks: When proactivity requires adaptivity.	2010	JOB
Cohen, L. E.	Assembling Jobs: A Model of How Tasks Are Bundled Into and Across Jobs.	2013	OS
Davis G.	Job design meets organizational sociology.	2010	JOB
De Varo J.	A theoretical analysis of relational job design and compensation.	2010	JOB
Hornung S. ; Rousseau D. ; Glaser et al. J.	Beyond top-down and bottom-up work redesign: Customizing job content through idiosyncratic deals.	2010	JOB
Johns G.	Some unintended consequences of job design.	2010	JOB
Juillerat T.	Friends, not foes?: Work design and formalization in the modern work context.	2010	JOB
Kilduff M.; Brass D.	Job design: A social network perspective.	2010	JOB
Morgeson F. ; Dierdorff E. ; Hmurovic J.	Work values: Development of a new three-dimensional structure based on confirmatory smallest space analysis.	2010	JOB
Nicholson N.	The design of work—an evolutionary perspective.	2010	JOB
Rao, H.	What 17th-Century Pirates Can Teach Us About Job Design.	2010	HBR
Rosso, B.D.; Dekas, K.H.; Wrzesniewski, A.	On the meaning of work: A theoretical integration and review	2010	ROB
Soda, G.; Zaheer, A.	A network perspective on organizational architecture: performance effects of the interplay of formal and informal organization.	2012	SMJ
Tams S. ; Arthur M.	New directions for boundaryless careers: Agency and interdependence in a changing world.	2010	JOB
Weigelt, C. Miller, D.J.	Implications of internal organization structure for firm boundaries.	2013	SMJ
Subcategory: Others			
Author(s)	Title	Year	Journal
Birkinshaw, J.; Cohen, J.	Make Time for the Work That Matters	2013	HBR
Fayard, A.-L.; Weeks, J.	Who Moved My Cube?	2011	HBR
Lehman D. ; Ramanujam R.	Selectivity in organizational rule violations	2009	AMR
Randler, C.	The Early Bird Really Does Get the Worm.	2010	HBR
Subcategory: Work-family interface			
Author(s)	Title	Year	Journal
Bhave D. ; Kramer A. ; Glomb T.	Pay satisfaction and work-family conflict across time.	2013	JOB
Bloom, N.; Kretschmer, T.; Van Reenen, J.	Are family-friendly workplace practices a valuable firm resource?	2011	SMJ
Brough P. ; Kalliath T.	Work-family balance: Theoretical and empirical advancements.	2009	JOB
Greenberg; Landry D. E.	Negotiating a flexible work arrangement: How women navigate the influence of power and organizational context.	2011	JOB
Huffman A.; Casper W.; Payne S.	How does spouse career support relate to employee turnover? Work interfering with family and job satisfaction as mediators	2014	JOB
Konrad A. ; Yang Y.	Is using work-life interface benefits a career-limiting move? An examination of women, men, lone parents, and parents with partners.	2012	JOB
Lazarova M. ; Westman M. ; Shaffer M.	Elucidating the positive side of the work-family interface on international assignments: A model of expatriate work and family performance	2010	AMR
Matthews R. ; Winkel D. ; Wayne et al. J.	A longitudinal examination of role overload and work-family conflict: The mediating role of interdomain transitions	2014	JOB
Michel J. ; Kotrba L. ; Mitchelson J.	Antecedents of work-family conflict: A meta-analytic review.	2011	JOB
Ngo H. ; Foley S.; Loi R.	Family friendly work practices, organizational climate, and firm performance: A study of multinational corporations in Hong Kong.	2009	JOB
Nohe C. ; Michel A.; Sonntag K.	Family-work conflict and job performance: A diary study of boundary conditions and mechanisms	2014	JOB
Powell G. ; Francesco A. ; Ling Y.	Toward culture-sensitive theories of the work-family interface.	2009	JOB
Takeuchi, R.; Wang, M.; Marinova, S.V.; Yao, X.	Role of Domain-Specific Facets of Perceived Organizational Support During Expatriation and Implications for Performance.	2009	OS
Taylor B.; DelCampo R. ; Blancero D.	Work-family conflict/facilitation and the role of workplace supports for U.S. Hispanic professionals.	2009	JOB
van Steenberg E. ; Ellemers N.	Is managing the work-family interface worthwhile? Benefits for employee health and performance.	2009	JOB

Subcategory: Hindering factors for creativity			
Author(s)	Title	Year	Journal
Garriga, H.; von Krogh, G.; Spaeth, S.	How constraints and knowledge impact open innovation.	2013	SMJ
Leonardi, P. M.	Early Prototypes Can Hurt A Team's Creativity.	2011	HBR
Obstfeld, D.	Creative Projects: A Less Routine Approach Toward Getting New Things Done.	2012	OS
Skilton P. ; Dooley K.	The effects of repeat collaboration on creative abraison	2010	AMR
Subcategory: Fostering Creativity			
Author(s)	Title	Year	Journal
Amabile, T. M.;Kramer, S. J.	The Power Of Small Wins	2011	HBR
Binnewies C.; Wörnlein S.	What makes a creative day? A diary study on the interplay between affect, job stressors, and job control.	2011	JOB
Carnabuci, G.; Operti, E.	Where do firms' recombinant capabilities come from? Intraorganizational networks, knowledge, and firms' ability to innovate through technological recombination.	2013	SMJ
Comstock, B.	Figure It Out	2013	HBR
Davis, L. N.; Davis, J. D.; Hoisl, K.	Leisure Time Invention.	2013	OS
Han J. ; Han J. ; Brass D.	Human capital diversity in the creation of social capital for team creativity	2014	JOB
Kark R.; Carmeli A.	Alive and creating: the mediating role of vitality and aliveness in the relationship between psychological safety and creative work involvement.	2009	JOB
Mainemelis C.	Stealing fire: Creative deviance in the evolution of new ideas	2010	AMR
Miron-Spektor, E.; Erez, M.; Naveh, E.	To Drive Creativity, Add Some Conformity	2012	HBR
Ohly S. ; Fritz C.	Work characteristics, challenge appraisal, creativity, and proactive behavior: A multi-level study.	2010	JOB
Sagiv L. ; Arieli S. ;Goldenberg J. ; Goldschmidt A.	Structure and freedom in creativity: The interplay between externally imposed structure and personal cognitive style.	2010	JOB
Sosa, M. E.	Where Do Creative Interactions Come From? The Role of Tie Content and Social Networks.	2011	OS
Zhou Q.; Hirst G. ; Shipton H.	Context matters: Combined influence of participation and intellectual stimulation on the promotion focus-employee creativity relationship.	2012	JOB
Subcategory: Physical work environment			
Author(s)	Title	Year	Journal
Laing, A.; Craig, D.; White, A.	High-Performance Office Space.	2011	HBR
n.a.	Knowing Where You Stand: Physical Isolation, Perceived Respect, and Organizational Identification Among Virtual Employees.	2012	OS
Stryker, J. B.	In Open Workplaces, Traffic and Head Count Matter.	2009	HBR
Yap, A.; Williams, A.	Big Chairs Create Big Cheats.	2013	HBR
Zhong, C.-B.;House, J.	Hawthorne revisited: Organizational implications of the physical work environment	2012	ROB
Subcategory: Modern workplace/characters of the workplace			
Author(s)	Title	Year	Journal
Bell, K.	Blue Ocean Fiction	2011	HBR
Dowling, D. W.	Conversation.	2009	HBR
Hewlett, S. A.; Sherbin, L.; Sumberg, K.	How Gen Y & Boomers Will Reshape Your Agenda.	2009	HBR
Mazmanian, M.; Orlikowski, W.J.; Yates, J.	The Autonomy Paradox: The Implications of Mobile Email Devices for Knowledge Professionals.	2013	OS
Netessine, S.; Yakubovich, V.	The Darwinian Workplace	2012	HBR
Sauermaun, H.; Stephan, P.	Conflicting Logics? A Multidimensional View of Industrial and Academic Science.	2013	OS
Subcategory: Effects of contracts on other factors			
Author(s)	Title	Year	Journal
Blatt R.	Tough love: How communal schemas and contracting practices build relational capital in entrepreneurial teams	2009	AMR
Epitropaki O.	A multi-level investigation of psychological contract breach and organizational identification through the lens of perceived organizational membership: Testing a moderate-mediated model.	2013	JOB
Malhotra, D.	When Contracts Destroy Trust.	2009	HBR
Subcategory: What effects contracting			
Author(s)	Title	Year	Journal
Connelly, B. L; Miller, T.; Devers, C. E.	Under a cloud of suspicion: trust, distrust, and their interactive effect in interorganizational contracting.	2012	SMJ
Gibbons, R.; Henderson, R.	Relational Contracts and Organizational Capabilities.	2012	OS

Subcategory: Organizational and social identification			
Author(s)	Title	Year	Journal
Brickson, S. L.	Athletes, Best Friends, and Social Activists: An Integrative Model Accounting for the Role of Identity in Organizational Identification.	2013	OS
Cooper D. ; Thatcher S.	Identification in organizations: The role of self-concept orientations and identification motives	2010	AMR
Epitropaki O.	A multi-level investigation of psychological contract breach and organizational identification through the lens of perceived organizational membership: Testing a moderated-mediated model.	2013	JOB
Hsu, G.; Elsbach, K. D.	Explaining Variation in Organizational Identity Categorization.	2013	OS
Johnson M. ; Morgeson F. ; Hekman D.	Cognitive and affective identification: Exploring the links between different forms of social identification and personality with work attitudes and behavior.	2012	JOB
Jones C. ; Volpe E.	Organizational identification: Extending our understanding of social identities through social networks.	2011	JOB
Lee C. ; Farh J.; Chen Z.	Promoting group potency in project teams: The importance of group identification.	2011	JOB
Livengood R. S. ; Reger R.	That's our turf! Identity domains and competitive dynamics	2010	AMR
Somech A.; Desivilya H. ;Lidogoster H.	Team conflict management and team effectiveness: the effects of task interdependence and team identification.	2009	JOB
Vadera, A. K.; Pratt, M.G.	Love, Hate, Ambivalence, or Indifference? A Conceptual Examination of Workplace Crimes and Organizational Identification.	2013	OS
Wry, T.; Lounsbury, M.; Glynn, M.A.	Legitimizing Nascent Collective Identities: Coordinating Cultural Entrepreneurship.	2011	OS
Subcategory: Workplace commitment and citizenship behavior			
Author(s)	Title	Year	Journal
Bolino M.; Turnley W.; Gilstrap et al. J. B	Citizenship under pressure: What's a "good soldier" to do?	2010	JOB
Bolino M. ; Klotz A. ; Turnley et al. W.	Exploring the dark side of organizational citizenship behavior.	2013	JOB
Brown G. ; Pierce J. ; Crossley C.	Toward an Understanding of the Development of Ownership Feelings	2014	JOB
Johns G.	Presenteeism in the workplace: A review and research agenda.	2010	JOB
Johnson R. ; Chang C. ;Yang L.	Commitment and motivation at work: The relevance of employee identity and regulatory focus	2010	AMR
Klein H. ; Molloy J. ; Brinsfield C.	Reconceptualizing workplace commitment to redress a stretched construct: revisiting assumptions and removing confounds	2012	AMR
Lai J. ; Lam L. ; Lam S.	Organizational citizenship behavior in work groups: A team cultural perspective.	2013	JOB
Lavelle J. ; Brockner J. ; Konovsky et al. M.	Commitment, procedural fairness, and organizational citizenship behavior: a multifoci analysis.	2009	JOB
Pierce J. ; Jussila I.	Collective psychological ownership within the work and organizational context: Construct introduction and elaboration.	2010	JOB
Podsakoff N. ; Podsakoff P. ; McKenzie et al. S.	Consequences of unit-level organizational citizenship behaviors: A review and recommendations for future research	2014	JOB
Spence J. ; Ferris D.L.; Brown et al. D.	Understanding daily citizenship behaviors: A social comparison perspective.	2011	JOB
Taylor S. ; Bedeian A. ; Kluemper D.	Linking workplace incivility to citizenship performance: The combined effects of affective commitment and conscientiousness.	2012	JOB
Van Vianen A. ; Shen C.; Chuang A.	Person-organization and person-supervisor fits: Employee commitments in a Chinese context.	2011	JOB
Vandenberghe C. ; Panaccio A. ; Bentein et al. K.	Assessing longitudinal change of and dynamic relationships among role stressors, job attitudes, turnover intention, and well-being in neophyte newcomers.	2011	JOB
Weber W. ; Unterrainer C. ; Schmid B.	The influence of organizational democracy on employees' socio-moral climate and prosocial behavioral orientations.	2009	JOB
Subcategory: Compensation and motivation			
Author(s)	Title	Year	Journal
Baron, J.N	Empathy wages?: Gratitude and gift exchange in employment relationships	2013	ROB
Campbell, B.A.; Ganco, M. Franco, A. M.; Agarwal, R.	Who leaves, where to, and why worry? employee mobility, entrepreneurship and effects on source firm performance.	2012	SMJ
Chng, D. H. M.; Rodgers, M. S.; Shih, E.; Song, X.-B	When does incentive compensation motivate managerial behaviors? An experimental investigation of the fit between incentive compensation, executive core self-evaluation, and firm performance.	2012	SMJ
De Varo J.	A theoretical analysis of relational job design and compensation.	2010	JOB
Eiesenberger R. ; Aselage J.	Incremental effects of reward on experienced performance pressure: positive outcomes for intrinsic interest and creativity.	2009	JOB
Mizruchi, M.S; Stearns, Linda Brewster; Fleischer, Anne	Getting a Bonus: Social Networks, Performance, and Reward Among Commercial Bankers.	2011	OS
Pande, A.	How to Make Onshoring Work.	2011	HBR
Steenburgh, T.; Ahearne, M.	Motivating Salespeople: What Really Works	2012	HBR
Young G. ; Beckman H.; Baker E.	Financial incentives, professional values and performance: A study of pay-for-performance in a professional organization.	2012	JOB

Subcategory: Effects of and on motivation			
Author(s)	Title	Year	Journal
Amabile, T.M.;Kramer, S.J.	The Power Of Small Wins	2011	HBR
Amir, On; Lobel, Orly	How Noncompetes Stifle Performance	2014	HBR
Barrik M. ; Mount M.; Li N.	The theory of purposeful work behavior: The role of personality, Higher-order Goals, and job characteristics	2013	AMR
Bateman T. ; Barry B.	Masters of the long haul: Pursuing long-term work goals.	2012	JOB
Baumann, O.; Stieglitz, N.	Rewarding value-creating ideas in organizations: The power of low-powered incentives.	2014	SMJ
Berger, J.	If You Want to Win, Tell Your Team It's Losing (a Little)	2011	HBR
Berinato, S.	If You Want to Motivate Someone, Shut Up Already	2013	HBR
Chng, D.H. M.; Rodgers, M. S.; Shih, E.; Song, X.-B.	When does incentive compensation motivate managerial behaviors? An experimental investigation of the fit between incentive compensation, executive core self-evaluation, and firm performance.	2012	SMJ
Chun, R.; Davies, G.	Employee Happiness Isn't Enough to Satisfy Customers.	2009	HBR
DeLong, T.J.; DeLong, S.	The Paradox of Excellence	2011	HBR
Fernet C. ; Gagné M. ; Austin S.	When does quality of relationships with coworkers predict burnout over time? The moderating role of work motivation.	2010	JOB
Fuller J. ; Marler L.; Hester K.	Bridge building within the province of proactivity.	2012	JOB
Goffee, R.;Jones, G.	Creating the Best Workplace on Earth.	2013	HBR
Hinkin, T. R.; Schriesheim, C.A.	Performance Incentives for Tough Times.	2009	HBR
Lindenberg S. ; Foss N.	Managing Joint Production Motivation: The Role of Goal Framing and Governance Mechanisms.	2011	AMR
n.a.	HOW INCENTIVES CAN DEMOTIVATE EMPLOYEES	2013	HBR
n.a.	GOLD STARS AT WORK	2013	HBR
Seo M. ; Bartunek J.; Feldman L.	The role of affective experience in work motivation: Test of a conceptual model.	2010	JOB
Steenburgh, T.; Ahearne, M.	Motivating Salespeople: What Really Works	2012	HBR
Winston, A.	Energize Employees with Green Strategy.	2009	HBR
Wrzesniewski, A.; Berg, J.M.; Dutton, J. E.	Turn the Job You Have into the Job You Want.	2010	HBR
Subcategory: Different types of motivation			
Author(s)	Title	Year	Journal
Benkler, Yochai	The Unselfish Gene.	2011	HBR
Bridoux F. ; Coeurderoy R.; Durand R.	Heterogeneous motives and the collective creation of value	2011	AMR
Halvorson, H. G.; Higgins, E. T.	Know what really motivates you	2013	HBR
Kakabadse, A.;Kakabadse, N. K.	When Personalities Don't Match	2013	HBR
Perrewé P. ; Hochwarter W. ; Ferris et al. G.	Developing a passion for work passion: Future directions on an emerging construct	2014	JOB
Subcategory: Work engagement			
Author(s)	Title	Year	Journal
Langer, E.	Mindfulness in the Age of Complexity	2014	HBR
Lazarova M. ; Westman M.; Shaffer M.	Elucidating the positive side of the work-family interface on international assignments: A model of expatriate work and family performance	2010	AMR
Petrou P. ; Demerouti E. ; Peeters et al. M.	Crafting a job on a daily basis: Contextual correlates and the link to work engagement.	2012	JOB
Truss, K. ; Soane, E.; Alfes, K.; Rees, C.; Gatenby, M.	Engaging the "Pole Vaulters" on Your Staff.	2010	HBR
Wefald A. ; Downey R.	Job engagement in organizations: Fad, fashion, or folderol?	2009	JOB

Appendix B 5 – Knowledge, learning, and feedback

Primary category 5: Knowledge, learning, and feedback			
Subcategory: Human Capital, competitive advantage and knowledge			
Author(s)	Title	Year	Journal
Campbell, R. Coff; Kryscynski D.	Rethinking Sustained Competitive Advantage from Human Capital	2012	AMR
Dewhurst, M.; Hancock, B.; Ellsworth, D.	Redesigning Knowledge Work	2013	HBR
Dokko, G.; Rosenkopf, L.	Social Capital for Hire? Mobility of Technical Professionals and Firm Influence in Wireless Standards Committees.	2010	OS
Karim, S.; Williams, C.	Structural knowledge: how executive experience with structural composition affects intrafirm mobility and unit reconfiguration.	2012	SMJ
Ployhart R. ; Moliterno T.	Emergence of the human capital resource: A multilevel model	2011	AMR
Wang, H. C.; He, J.; Mahoney, J. T.	Firm-specific knowledge resources and competitive advantage: the roles of economic- and relationship-based employee governance mechanisms.	2009	SMJ
Subcategory: Knowledge in organizations			
Author(s)	Title	Year	Journal
Cowan R.; Jonard N.	Knowledge portfolios and the organization of innovation networks	2009	AMR
Alexy O. ; George G.; Salter A.	Cui Bono? The selective revealing of knowledge and its implications for innovative activity	2013	AMR
Brinsfield C.	Employee silence motives: Investigation of dimensionality and development of measures.	2013	JOB
Connelly C. ; Zweig D.; Webster et al. J.	Knowledge hiding in organizations.	2012	JOB
Dokko, G. Wilk, S. L.; Rothbard, N.P.	Unpacking Prior Experience: How Career History Affects Job Performance.	2009	OS
Kane, A. A.	Unlocking Knowledge Transfer Potential: Knowledge Demonstrability and Superordinate Social Identity.	2010	OS
Leonard, D.; Barton, G.; Barton, M.	Make Yourself an Expert	2013	HBR
Milway, K. S.; Gregory, A. G.; Davis-Peccoud, J.; Yazbak, K.	Get Ready for Your Next Assignment.	2011	HBR
Oldroyd J. ; Morris S.	Catching Falling Stars: A Human Resource Response to Social Capital's Detrimental Effect of Information Overload on Star Employees.	2012	AMR
Shamsie, J.; Mannor, M.J.	Looking Inside the Dream Team: Probing Into the Contributions of Tacit Knowledge as an Organizational Resource.	2013	OS
Subcategory: Communication in organizations			
Author(s)	Title	Year	Journal
Cameron, A.-F.; Webster, J.	Relational Outcomes of Multicommunicating: Integrating Incivility and Social Exchange Perspectives.	2011	OS
Huber G. ;Lewis K.	Cross-Understanding and shared social theories	2011	AMR
Morris, S.; Oldroyd, J. B.	To Boost Knowledge Transfer, Tell Me a Story.	2009	HBR
Neeley, Tsedal B	Language Matters: Status Loss and Achieved Status Distinctions in Global Organizations.	2013	OS
Subcategory: Communication media and communication			
Author(s)	Title	Year	Journal
Brown, C.; Killick, A.; Renaud, K.	To Reduce E-mail, Start at the Top	2013	HBR
Gil, B.	E-Mail: Not Dead, Evolving	2013	HBR
Leonardi, P. M.; Neeley, T. B.; Gerber, E. M.	How Managers Use Multiple Media: Discrepant Events, Power, and Timing in Redundant Communication.	2012	OS
Mazmanian, M.; Orlikowski, W. J.; Yates, J.	The Autonomy Paradox: The Implications of Mobile Email Devices for Knowledge Professionals.	2013	OS
Subcategory: Influences on learning			
Author(s)	Title	Year	Journal
Bailey, D. E; Barley, S. R.	Teaching-Learning Ecologies: Mapping the Environment to Structure Through Action.	2011	OS
Beck, T.E; Plowman, D. A.	Experiencing Rare and Unusual Events Richly: The Role of Middle Managers in Animating and Guiding Organizational Interpretation.	2009	OS
Bresman, H.; Zellmer-Bruhn, M.	The Structural Context of Team Learning: Effects of Organizational and Team Structure on Internal and External Learning.	2013	OS
Bresman, H.; Zellmer-Bruhn, M.	External Learning Activities and Team Performance: A Multimethod Field Study.	2010	OS
Bunderson, J S.; Reagans, R.E.	Power, Status, and Learning in Organizations.	2011	OS
Bunderson, J. S.; Boumgarden, P.	Structure and Learning in Self-Managed Teams: Why "Bureaucratic" Teams Can Be Better Learners.	2010	OS
Carmeli A. ; Gittell J.	High-quality relationships, psychological safety, and learning from failures in work organizations.	2009	JOB
Christianson, M.K; Farkas, M. T.; Sutcliffe, K. M; Weick, K. E.	Learning Through Rare Events: Significant Interruptions at the Baltimore & Ohio Railroad Museum.	2009	OS
Crossan M.; Maurer C.; White R.	Reflections on the 2009 AMR Decade Award: Do We have a Theory of Organizational Learning?	2011	AMR
de Lange A.; Taris T.; Jansen et al. P.	On the relationships among work characteristics and learning-related behavior: Does age matter?	2010	JOB

Dodgson, M.; Gann, D. M.; Phillips, N.	Organizational Learning and the Technology of Foolishness: The Case of Virtual Worlds at IBM.	2013	OS
Edmondson, A. C.	Strategies For Learning From Failure	2011	HBR
Fang, C.	Organizational Learning as Credit Assignment: A Model and Two Experiments.	2012	OS
Garud, R.; Dunbar, R. L M; Bartel, C. A.	Dealing with Unusual Experiences: A Narrative Perspective on Organizational Learning.	2011	OS
Gino, F.; Pisano, G.P.	Why Leaders Don't Learn From Success.	2011	HBR
Halvorson, G.	The Culture to Cultivate	2013	HBR
Jordan A. ;Audia P.	Self-enhancement and learning from performance feed-back	2012	AMR
Lampel, J.; Shamsie, J.; Shapira, Z.	Experiencing the Improbable: Rare Events and Organizational Learning.	2009	OS
Lusardi, A.; Tufano, P.	Teach Workers About the Perils of Debt.	2009	HBR
Madsen, P.M.	These Lives Will Not Be Lost in Vain: Organizational Learning from Disaster in U.S. Coal Mining.	2009	OS
McGrath, R.G.	Failing By Design.	2011	HBR
Miller, K.D.; Lin, S.-J.	Different Truths in Different Worlds.	2010	OS
Nembhard, I. M.; Tucker, A.L.	Deliberate Learning to Improve Performance in Dynamic Service Settings: Evidence from Hospital Intensive Care Units.	2011	OS
O'leary M. ; Mortensen M. ; Woolley A	Multiple Team Membership: A Theoretical Model of its Effects on Productivity and Learning for Individuals and Teams.	2011	AMR
Rerup, C.	Attentional Triangulation: Learning from Unexpected Rare Crises.	2009	OS
Sitkin S. ; See K.; Miller C.; M Lawless A. Carton	The Paradox of Stretch Goals: Organizations in Pursuit of the Seemingly Impossible.	2011	AMR
Starbuck, W.H.	Cognitive Reactions to Rare Events: Perceptions, Uncertainty, and Learning.	2009	OS
Sung S. ; Choi J.	Do organizations spend wisely on employees? Effects of training and development investments on learning and innovation in organizations	2014	JOB
Tsoukas, H.	A Dialogical Approach to the Creation of New Knowledge in Organizations.	2009	OS
Walumbwa F. ; Cropanzano R.; Hartnell C.	Organizational justice, voluntary learning behavior, and job performance: A test of the mediating effects of identification and leader-member exchange.	2009	JOB
Zhao B.	Learning from errors: The role of context, emotion, and personality.	2011	JOB
Zollo, M.	Superstitious Learning with Rare Strategic Decisions: Theory and Evidence from Corporate Acquisitions.	2009	OS
Subcategory: Benefits of learning			
Author(s)	Title	Year	Journal
Di Milia L.; Birdi K.	The relationship between multiple levels of learning practices and objective and subjective organizational financial performance.	2010	JOB
Goodman, P. S.; Ramanujam, R.; Carroll, J.S.; Edmondson, A. C. Hofmann, D. A.; Sutcliffe, K. M.	Organizational errors: Directions for future research	2011	ROB
Kim, J.-Y.; Kim, J.-Y; Miner, A. S.	Organizational Learning from Extreme Performance Experience: The Impact of Success and Recovery Experience	2009	OS
Mciver D. ; Lengnick-Hall C. ; Lengnick- Hall M. ; Ramachandran I.	Understanding work and knowledge management from a knowledge in practice perspective	2013	AMR
Niessen C. ; Sonnentag S. ; Sach F.	Thriving at work-A diary study.	2012	JOB
Porath C. ; Spreitzer G. ; Gibson et al. C.	Thriving at work: Toward its measurement, construct validation, and theoretical refinement.	2012	JOB
Reeves, M.; Deimler, M.	Adaptability: The New Competitive Advantage.	2011	HBR
Subcategory: Performance feedback			
Author(s)	Title	Year	Journal
Jordan A.; Audia P.	Self-enhancement and learning from performance feed-back	2012	AMR
Triana M.; Porter C. ; DeGrassi et al. S.	We're all in this together...except for you: The effects of workload, performance feedback, and racial distance on helping behavior in teams.	2013	JOB
Subcategory: Receiving feedback			
Author(s)	Title	Year	Journal
DeLong, T. J; DeLong, S.	The Paradox of Excellence	2011	HBR
Heen, S.; Stone, D.	Find the Coaching in Criticism	2014	HBR
Sharer, K.	How Should Your Leaders Behave?	2013	HBR
Simester, D.	When You Shouldn't Listen To Your Critics	2011	HBR
Subcategory: Feedback tools			
Author(s)	Title	Year	Journal
Kaplan, R. E.; Kaiser, R.B.	Stop Overdoing Your Strengths.	2009	HBR
Zenger, J.H; Folkman, J. R.; Edinger, S. K.	Making Yourself Indispensable.	2011	HBR
Subcategory: Feedback tools			
Author(s)	Title	Year	Journal
Ford, J. D.; Ford, L.W.	Decoding Resistance to Change.	2009	HBR
Hernandez M.	Toward an understanding of the psychology of stewardship	2012	AMR
Hinkin, T. R.; Schriesheim, C. A.	Performance Incentives for Tough Times.	2009	HBR
Van Dijk D. ; Kluger A.	Task type as a moderator of positive/negative feedback effects on motivation and performance: A regulatory focus perspective.	2011	JOB
Whitman M. ; Halbesleben J. ; Holmes O.	Abusive supervision and feedback avoidance: The mediating role of emotional exhaustion	2014	JOB

Appendix B 6 – Leadership and management

Primary category 6: Leadership and management			
Subcategory: The role of middle management			
Author(s)	Title	Year	Journal
Ahearne, M.; Lam, S.K.; Kraus, F.	Performance impact of middle managers' adaptive strategy implementation: The role of social capital.	2014	SMJ
Beck, Tammy E; Plowman, Donde Ashmos	Experiencing Rare and Unusual Events Richly: The Role of Middle Managers in Animating and Guiding Organizational Interpretation.	2009	OS
Garvin, D. A.	How Google Sold Its Engineers on Management	2013	HBR
Gratton, L.	The End of the Middle Manager.	2011	HBR
Huy, Q. N.	How middle managers' group-focus emotions and social identities influence strategy implementation.	2011	SMJ
Landry, J. T.	The Truth About Middle Managers: Who They Are, How They Work, Why They Matter.	2009	HBR
Mintzberg, H.	Rebuilding Companies as Communities.	2009	HBR
Shimizu, K. (Katsu)	Risks of Corporate Entrepreneurship: Autonomy and Agency Issues.	2012	OS
Taylor, A.; Helfat, C.E.	Organizational Linkages for Surviving Technological Change: Complementary Assets, Middle Management, and Ambidexterity.	2009	OS
Subcategory: Leadership styles			
Author(s)	Title	Year	Journal
Beard, A.	Forced to Shut Down	2011	HBR
Carter M. ; Armenakis A. ; Feild H. et al.	Transformational leadership, relationship quality, and employee performance during continuous incremental organizational change.	2013	JOB
Chan S. ; Huang X.; Snape E. et al.	The Janus face of paternalistic leaders: Authoritarianism, benevolence, subordinates' organization-based self-esteem, and performance.	2013	JOB
Chen, G.; Hambrick, D.C.	CEO Replacement in Turnaround Situations: Executive (Mis)Fit and Its Performance Implications.	2012	OS
DeCelles, K. A; Tesluk, P.E; Taxman, F. S.	A Field Investigation of Multilevel Cynicism Toward Change.	2013	OS
Duarte, D J; Murphy, K.; Parkinson, J.	The Art of Developing Truly Global Leaders: Interaction	2013	HBR
Elberse, A.;Ferguson, S. A.	Ferguson's Formula	2013	HBR
Foote, N.; Eisenstat, R.; Fredberg, T.	THE HIGHER AMBITION LEADER.	2011	HBR
Gilmore P. ; Hu X.; Wei et al. F.	Positive affectivity neutralizes transformational leadership's influence on creative performance and organizational citizenship behaviors.	2013	JOB
Grant, A. M; Gino, F.; Hofmann, D. A	The Hidden Advantages of Quiet Bosses.	2010	HBR
Joshi, A.; Lazarova, M.B.; Liao, H.	Getting Everyone on Board: The Role of Inspirational Leadership in Geographically Dispersed Teams.	2009	OS
Kovjanic S. ;Schuh S. ; Jonas K. et al.	How do transformational leaders foster positive employee outcomes? A self-determination-based analysis of employees' needs as mediating links How do transformational leaders foster positive employee outcomes? A self-determination-based analysis of...	2012	JOB
Landry, J. T	Not Everyone Gets a Trophy: How to Manage Generation Y.	2009	HBR
Martinko M. ; Harvey P. ; Brees J. et al.	A review of abusive supervision research.	2013	JOB
McComb, W.L.	Transformation Is an Era, Not an Event.	2014	HBR
McGovern, G.	Lead from the Heart	2014	HBR
Meyer, C.; Kirby, J.	Leadership in the Age of Transparency.	2010	HBR
Nayar, V.	Handing the Keys to Gen Y	2013	HBR
Piccolo R. ; Greenbaum R. ; Hartog D.	The relationship between ethical leadership and core job characteristics.	2010	JOB
Pieterse A. ; van Knippenberg D.; Schippers M.	Transformational and transactional leadership and innovative behavior: The moderating role of psychological empowerment.	2010	JOB
Plambeck, N.; Weber, K.	CEO Ambivalence and Responses to Strategic Issues.	2009	OS
PORATH, C.; PEARSON, C.	THE PRICE OF INCIVILITY	2013	HBR
Rashid, F.; Edmondson, A.C; Leonard, H. B	Leadership Lessons from the Chilean Mine Rescue	2013	HBR
Reeves, M.; Love, C.; Tillmanns, P.	YOUR STRATEGY NEEDS A STRATEGY.	2012	HBR
Schoemaker, P. J H;Krupp, S.; Howland, S.	Strategic Leadership: The Essential Skills	2013	HBR
Senior, C.; Martin, R.; West, M.; Yeats, R. M	How Earlobes Can Signify Leadership Potential	2011	HBR
Sharer, K.	blame	2014	HBR
Souitaris, V.; Maestro, B M M.	Polychronicity in top management teams: The impact on strategic decision processes and performance of new technology ventures.	2010	SMJ
Sutton, R. I	How to Be a GOOD BOSS in a Bad Economy. (cov	2009	HBR
Thomas G. ; Martin R. ; Epitropaki et al. O.	Social cognition in leader-follower relationships: Applying insights from relationship science to understanding relationship-based approaches to leadership.	2013	JOB
Van Buren, M. E; Safferstone, T.	THE Quick Wins Paradox.	2009	HBR
Varella, P.; Javidan, M.; Waldman, D. A	A Model of Instrumental Networks: The Roles of Socialized Charismatic Leadership and Group Behavior.	2012	OS

Wang A-C. ; Cheng B-S.	When does benevolent leadership lead to creativity? The moderating role of creative role identity and job autonomy.	2010	JOB
Wang H.; Sui Y. ;Luthans F. et al.	Impact of authentic leadership on performance: Role of followers' positive psychological capital and relational processes	2014	JOB
Watkins, M. D	How Managers Become Leaders	2012	HBR
Wiesenfeld, B. M; Rothman, N.B; Wheeler-Smith, S.L; Galinsky, A. D	Why Fair Bosses Fall Behind.	2011	HBR
Wiseman, L.; McKeown, G.	Bringing Out the Best in Your People.	2010	HBR
Zenger, J.; Folkman, J.	Ten Fatal Flaws That Derail Leaders.	2009	HBR
Zhu Y. ; Akhtar S.	How transformational leadership influences follower helping behavior: The role of trust and prosocial motivation	2014	JOB
Subcategory: Leadership in teams			
Author(s)	Title	Year	Journal
Brett, J.M; Friedman, R.; Behfar, K.	How to Manage Your Negotiating Team.	2009	HBR
Butler, J. C; Grahovac, J.	Learning, Imitation, and the Use of Knowledge: A Comparison of Markets, Hierarchies, and Teams.	2012	OS
DeRue, D S.	Adaptive leadership theory: Leading and following as a complex adaptive process	2011	ROB
Elberse, A.;Ferguson, S.A.	Ferguson's Formula	2013	HBR
Galinsky, A. D;	Be seen as a leader	2013	HBR
Gouillart, F.; Billings, D.	Community-Powered Problem Solving	2013	HBR
Hogg M. ; Van Knippenberg D. ; Rast D.	Intergroup leadership in organizations: leading across group and organizational boundaries	2012	AMR
Huy, Q. N.	How middle managers' group-focus emotions and social identities influence strategy implementation.	2011	SMJ
Joshi, A.; Lazarova, M. B; Liao, H.	Getting Everyone on Board: The Role of Inspirational Leadership in Geographically Dispersed Teams.	2009	OS
Kaplan, R. E; Kaiser, R. B	Stop Overdoing Your Strengths.	2009	HBR
Kirsch, L.J; Ko, D.-G.; Haney, M. H	Investigating the Antecedents of Team-Based Clan Control: Adding Social Capital as a Predictor.	2010	OS
Kotter, J. P	ACCELERATE!	2012	HBR
Laurie, D. L; Harreld, J B.	6 WAYS TO SINK A GROWTH INITIATIVE	2013	HBR
Lee, T. H	Turning Doctors into Leaders.	2010	HBR
Marquis, C.; Lee, M.	Who is governing whom? Executives, governance, and the structure of generosity in large U.S. firms.	2013	SMJ
n.a.	Stat Watch	2014	HBR
Piotrowski, A.; Kehoe, R.; Spear, S.; Panic, L.; Patrick, C.; Lowe, G.; Agarwal, D.; Gratton, Linda	The End of the Middle Manager: Interaction.	2011	HBR
Rashid, F.; Edmondson, A. C; Leonard, H. B	Leadership Lessons from the Chilean Mine Rescue	2013	HBR
Ryan, K.	Gilt Groupe's CEO on Building a Team of A Players	2012	HBR
Van Buren, M. E; Safferstone, T.	THE Quick Wins Paradox.	2009	HBR
Walumbwa F. ; Luthans F. ; Avery J. et al.	Authentically leading groups: The mediating role of collective psychological capital and trust.	2011	JOB
Subcategory: Abusive supervision			
Author(s)	Title	Year	Journal
Chan M. ; Allister D. Mc	Abusive Supervision through the Lens of Employee State Paranoia	2014	AMR
Crane A.	Modern slavery as a management practice: Exploring the conditions and capabilities for human exploitation	2013	AMR
Kanter, R. M.	The Cure for Horrible Bosses	2011	HBR
Martinko M.; Harvey P.; Brees J. et al.	A review of abusive supervision research.	2013	JOB
Mawritz M. ; Folger R.; Latham G.	Supervisors' exceedingly difficult goals and abusive supervision: The mediating effects of hindrance stress, anger, and anxiety	2014	JOB
Ogunfowora B.	When the abuse is unevenly distributed: The effects of abusive supervision variability on work attitudes and behaviors.	2013	JOB
Whitman M.; Halbesleben J.; Holmes O.	Abusive supervision and feedback avoidance: The mediating role of emotional exhaustion	2014	JOB
Xu E. ; Huang X.; Lam C. et al.	Abusive supervision and work behaviors: The mediating role of LMX.	2012	JOB

Subcategory: Different approaches leaders use / could use			
Author(s)	Title	Year	Journal
Ames, D.	Pushing up to a point: Assertiveness and effectiveness in leadership and interpersonal dynamics	2009	ROB
Audia, P. G	Train Your People to Take Others' Perspectives	2012	HBR
Bohns, V.K; Flynn, F. J	Guilt by Design: Structuring Organizations to Elicit Guilt as an Affective Reaction to Failure.	2013	OS
Chun J. ; Sosik J. ; Yun N.	A longitudinal study of mentor and protégé outcomes in formal mentoring relationships.	2012	JOB
Ethiraj, S. K; Levinthal, D.	Hoping for A to Z While Rewarding Only A: Complex Organizations and Multiple Goals.	2009	OS
Fusaro, R.	Reinventing Management.	2010	HBR
Gebert, D.; Boerner, S.; Kearney, E.	Fostering Team Innovation: Why Is It Important to Combine Opposing Action Strategies?	2010	OS
Goleman, D.	The Focused Leader	2013	HBR
Groysberg, B.; Slind, M.	Leadership Is a Conversation	2012	HBR
Hirst G. ; van Dick R.; van Knippenberg D.	A social identity perspective on leadership and employee creativity.	2009	JOB
Holtz B. ; Harold C.	Effects of leadership consideration and structure on employee perceptions of justice and counterproductive work behavior.	2013	JOB
Hu C. ; Wang S. ; Yang C. et al.	When mentors feel supported: Relationships with mentoring functions and protégés' perceived organizational support	2014	JOB
Kirby, J.	Common Purpose.	2010	HBR
Langer, E.	Mindfulness in the Age of Complexity	2014	HBR
Leonardi, P- M; Neeley, T-1 B; Gerber, E-M	How Managers Use Multiple Media: Discrepant Events, Power, and Timing in Redundant Communication.	2012	OS
Macik-Frey M. ;Quick J. ; Cooper C.	Authentic leadership as a pathway to positive health.	2009	JOB
Mauboussin, M.J	When Individuals Don't Matter.	2009	HBR
Morieux, Y.	Smart Rules: Six Ways to Get People to Solve Problems Without You.	2011	HBR
Moyer, D.	Act-Learn, Act-Learn.	2009	HBR
n.a.	You Can't Be a Wimp	2013	HBR
n.a.	Stat Watch	2014	HBR
Owens, B. P; Johnson, M. D; Mitchell, T. R	Expressed Humility in Organizations: Implications for Performance, Teams, and Leadership.	2013	OS
Pfeffer, J.	Power Play.	2010	HBR
Prahalad, C K	The Responsible Manager.	2010	HBR
Schwartz, B.	Practical wisdom and organizations	2011	ROB
Stam D.; van Knippenberg D. ; Wisse B.	The role of regulatory fit in visionary leadership.	2010	JOB
Sull, D.;Eisenhardt, K. M	SIMPLE RULES FOR A COMPLEX WORLD.	2012	HBR
Sutton, R. I	The Boss as Human Shield.	2010	HBR
Turner, S. F; Rindova, V.	A Balancing Act: How Organizations Pursue Consistency in Routine Functioning in the Face of Ongoing Change.	2012	OS
Useem, M.	Four Lessons in Adaptive Leadership.	2010	HBR
Subcategory: Different approaches leaders use / could use			
Author(s)	Title	Year	Journal
Gilmore P. ; Hu X.; Wie F. et al.	Positive affectivity neutralizes transformational leadership's influence on creative performance and organizational citizenship behaviors.	2013	JOB
Hirst G. ; van Dick R.; van Knippenberg D.	A social identity perspective on leadership and employee creativity.	2009	JOB
Wang A-C. ; Cheng B-S.	When does benevolent leadership lead to creativity? The moderating role of creative role identity and job autonomy.	2010	JOB
Subcategory: CEO compensation			
Author(s)	Title	Year	Journal
Baron, J. N.	Empathy wages?: Gratitude and gift exchange in employment relationships	2013	ROB
Campbell, B. A; Ganco, M.; Franco, A. M.; Agarwal, R.	Who leaves, where to, and why worry? employee mobility, entrepreneurship and effects on source firm performance.	2012	SMJ
Chng, D. H. M.; Rodgers, M. S.; Shih, E.; Song, X.-B.	When does incentive compensation motivate managerial behaviors? An experimental investigation of the fit between incentive compensation, executive core self-evaluation, and firm performance.	2012	SMJ
De Varo J.	A theoretical analysis of relational job design and compensation.	2010	JOB
Eiesenberger R. ; Aselage J.	Incremental effects of reward on experienced performance pressure: positive outcomes for intrinsic interest and creativity.	2009	JOB
Mizruchi, M.S.; Stearns, L. B.; Fleischer, A.	Getting a Bonus: Social Networks, Performance, and Reward Among Commercial Bankers.	2011	OS
Pande, A.	How to Make Onshoring Work.	2011	HBR
Steenburgh, T.S; Ahearne, M.	Motivating Salespeople: What Really Works	2012	HBR
Young G. ; Beckman H. ; Baker E.	Financial incentives, professional values and performance: A study of pay-for-performance in a professional organization.	2012	JOB

Subcategory: Personal success factors			
Author(s)	Title	Year	Journal
Christensen, C. M.	How Will You Measure Your Life?	2010	HBR
Groysberg, B.; Abrahams, R.	Manage Your Work, Manage Your Life	2014	HBR
Subcategory: Factors impacting leaders and managers			
Author(s)	Title	Year	Journal
Kim T-Y. ; Rosen B.; Lee D.	South Korean managerial reactions to voicing discontent: The effects of employee attitude and employee communication styles.	2009	JOB
O'Connell, A.	Lead Your Boss: The Subtle Art of Managing Up.	2009	HBR
Wilson K.; Sin H-P.; Conlon D.	What about the leader in leader-member exchange? The impact of resource exchanges and substitutability on the leader	2010	AMR
Subcategory: Learning in leadership and management			
Author(s)	Title	Year	Journal
Bingham, C. B; Eisenhardt, K. M.	Rational heuristics: the 'simple rules' that strategists learn from process experience.	2011	SMJ
Friel, T. J; Duboff, R. S	The Last Act of a Great CEO.	2009	HBR
Fuda, P.; Badham, R.	Fire, Snowball, Mask, Movie: How Leaders Spark and Sustain Change.	2011	HBR
Gary, M. S.; Wood, R.E; Pillinger, T.	Enhancing mental models, analogical transfer, and performance in strategic decision making.	2012	SMJ
Gino, F.; Pisano, G. P.	Why Leaders Don't Learn From Success.	2011	HBR
Hill, L. A; Lineback, K.	Are You A Good Boss--Or a Great One?	2011	HBR
Kor, Y.Y; Mesko, A.	Dynamic managerial capabilities: Configuration and orchestration of top executives' capabilities and the firm's dominant logic.	2013	SMJ
Muehlfeld, K.; Rao Sahib, P.; Van Witteloostuijn, A.	A contextual theory of organizational learning from failures and successes: A study of acquisition completion in the global newspaper industry, 1981-2008.	2012	SMJ
Rerup, C.	Attentional Triangulation: Learning from Unexpected Rare Crises.	2009	OS
Tsoukas, H.	A Dialogical Approach to the Creation of New Knowledge in Organizations.	2009	OS
Subcategory: Other subtopics concerning leadership and management			
Author(s)	Title	Year	Journal
Bennett, N.; Lemoine, G J.	What VUCA Really Means for You	2014	HBR
Hannah S. ; Robert R. ; Lord R.	Leader self-structure: a framework for positive leadership.	2009	JOB
Hogg M. ; Van Knippenberg D. ; Rast D.	Intergroup leadership in organizations: leading across group and organizational boundaries	2012	AMR
Mukunda, G.	Great Leaders Don't Need Experience	2012	HBR
Weigelt, C.; Miller, D. J	Implications of internal organization structure for firm boundaries.	2013	SMJ

Appendix B 7 – Well-being, stress, and work-life balance

Primary category 7: Well-being, stress, and work-life balance			
Subcategory: Compensation and well-being			
Author(s)	Title	Year	Journal
Bhave D. ; Kramer A. ; Glomb T.	Pay satisfaction and work-family conflict across time.	2013	JOB
Klehe U- C. ; Vianen A. ; Zikic J.	Coping with economic stress: Introduction to the special issue.	2012	JOB
Larkin, I.; Pierce, L.; Gino, F.	The psychological costs of pay-for-performance: Implications for the strategic compensation of employees.	2012	SMJ
Subcategory: Health and well-being			
Author(s)	Title	Year	Journal
Berry, L. L.; Mirabito, A. M.; Baun, W. B	What's the Hard Return On Employee Wellness Programs?	2010	HBR
Blackburn, G. L	The ROI on Weight Loss at Work.	2009	HBR
Ceja L. ;Navarro J.	Dynamic patterns of flow in the workplace: Characterizing within-individual variability using a complexity science approach.	2011	JOB
Leiter M. ; Hakanen J.; Ahola K. et al.	Organizational predictors and health consequences of changes in burnout: A 12-year cohort study.	2013	JOB
Macik-Frey M. ; Quick J. ; Cooper C.	Authentic leadership as a pathway to positive health.	2009	JOB
Pfeffer, J.	Could We Manage Not to Damage People's Health?	2011	HBR
Schaufeli W.; Bakker A.; Van Rhenen W.	How changes in job demands and resources predict burnout, work engagement, and sickness absenteeism.	2009	JOB
Wright T. ; Cropanzano R. ; Bonett D. et al.	The role of employee psychological well-being in cardiovascular health: when the twain shall meet.	2009	JOB
Wright T. ; Huang C.	The many benefits of employee well-being in organizational research.	2012	JOB
Subcategory: The role of work recovery			
Author(s)	Title	Year	Journal
Barnes C. ;Hollenbeck J.	Sleep deprivation and decision-making teams: Burning the midnight oil or playing with fire	2009	AMR
Binneweis C. ;Sonnentag S. ; Mojza E.	Daily performance at work: feeling recovered in the morning as a predictor of day-level job performance.	2009	JOB
Fritz C. ; Sonnentag S.;Spector P. et al.	The weekend matters: Relationships between stress recovery and affective experiences.	2010	JOB
Kuhnel J. ; Sonnentag S.	How long do you benefit from vacation? A closer look at the fade-out of vacation effects.	2011	JOB
Lilius J.	Recovery at work: Understanding the restorative side of "depleting" client interactions	2012	AMR
n.a.	Vacation? What Vacation?	2011	HBR
Stickgold, R.	The Simplest Way to Reboot Your Brain.	2009	HBR
Subcategory: Stress exhaustion at work			
Author(s)	Title	Year	Journal
Barley, S. R.; Meyerson, D. E; Grodal, S.	E-mail as a Source and Symbol of Stress.	2011	OS
Bruch, H.; Menges, J. I	The Acceleration TRAP.	2010	HBR
Halbesleben J. ; Wheeler A.	I owe you one: Coworker reciprocity as a moderator of the day-level exhaustion-performance relationship.	2011	JOB
Maslach C. ; Leiter M. ;Jackson S.	Making a significant difference with burnout interventions: Researcher and practitioner collaboration.	2012	JOB
Oldroy J. ; Morris S.	Catching Falling Stars: A Human Resource Response to Social Capital's Detrimental Effect of Information Overload on Star Employees.	2012	AMR
Pfeffer, J.	Power, Capriciousness, and Consequences	2013	HBR
Wilson, H J.	Wearables in the Workplace.	2013	HBR
Subcategory: Coping at work			
Author(s)	Title	Year	Journal
De Cuyper N. ; Mäkikangas A. ; Kinnunen U.	Cross-lagged associations between perceived external employability, job insecurity, and exhaustion: Testing gain and loss spirals according to the Conservation of Resources Theory.	2012	JOB
DeWall, C N.	Hurt Feelings? You Could Take a Pain Reliever . . .	2011	HBR
Fernet C. ; Gagné M. ; Austin S.	When does quality of relationships with coworkers predict burnout over time? The moderating role of work motivation.	2010	JOB
Luria G.; Torjman A.	Resources and coping with stressful events.	2009	JOB
Seligman, M. E P	Building Resilience.	2011	HBR
Sliter M. ; Kale A. ; Yuan Z.	Is humor the best medicine? The buffering effect of coping humor on traumatic stressors in firefighters	2014	JOB

Subcategory: Health and work-life balance			
Author(s)	Title	Year	Journal
Barnes C. ; Hollenbeck J.	Sleep deprivation and decision-making teams: Burning the midnight oil or playing with fire	2009	AMR
Binneweis C. ;Sonntag S. ; Mojza E.	Daily performance at work: feeling recovered in the morning as a predictor of day-level job performance.	2009	JOB
Brummelhuis L. ; Hoeven C. ; Jong M. et al.	Exploring the linkage between the home domain and absence from work: Health, motivation, or both?	2013	JOB
Demerouti E. ; Bakker A.; Sonntag S.	Work-related flow and energy at work and at home: A study on the role of daily recovery.	2012	JOB
Subcategory: Solutions for work-life balance			
Author(s)	Title	Year	Journal
Blackburn, G. L.	The ROI on Weight Loss at Work.	2009	HBR
Hecht T. ; Allen N.	A longitudinal examination of the work–nonwork boundary strength construct.	2009	JOB
Kanter, R. M.	Work Pray Love.	2010	HBR
Subcategory: Building psychological capital			
Author(s)	Title	Year	Journal
Seligman, M.E P	Building Resilience.	2011	HBR
Subcategory: Negative psychological aspects			
Author(s)	Title	Year	Journal
Kanter, R. M.	Powerlessness Corrupts.	2010	HBR
n.a.	The Secret Reason Your Employees Won't Innovate.	2010	HBR
Subcategory: Positive role of psychological capital			
Author(s)	Title	Year	Journal
Baum, J R.; Bird, B. J	The Successful Intelligence of High-Growth Entrepreneurs: Links to New Venture Growth.	2010	OS
Blickle G. ; Meurs J.; Wihler A. ; Ewen C.	The interactive effects of conscientiousness, openness to experience, and political skill on job performance in complex jobs: The importance of context.	2013	JOB
Harms P. ; Luthans F.	Measuring implicit psychological constructs in organizational behavior: An example using psychological capital.	2012	JOB
Newman A. ; Ucbasaran D.; Zhu F. et al.	Psychological capital: A review and synthesis	2014	JOB
Paterson T. ; Lutherans F.; Jeung W.	Thriving at work: Impact of psychological capital and supervisor support	2014	JOB
Sonenshein, S.; Dutton, J. E; Grant, A. M; Spreitzer, G. M; Sutcliffe, K. M	Growing at Work: Employees' Interpretations of Progressive Self-Change in Organizations.	2013	OS
Walumbwa F. ; Luthans F. ; Avery J. et al.	Authentically leading groups: The mediating role of collective psychological capital and trust.	2011	JOB

Appendix B 8 – Relationships, interaction, emotions, and identity

Primary category 8: Relationships, interaction, emotions and identity			
Subcategory: Reciprocal and non-reciprocal relationships			
Author(s)	Title	Year	Journal
Ballinger G. ; Rockmann K.	Chutes versus ladders: Anchoring events and a punctuated-equilibrium perspective on social exchange relationships	2010	AMR
Eberly M. ; Holley E. ; Johnson M. ; Mitchell T.	Beyond internal and external: a dyadic theory of relational attributions	2011	AMR
Hoffer Gittel J. ; Douglass A.	Relational bureaucracy: structuring reciprocal relationships into roles	2012	AMR
Hoffman, R.; Casnocha, B.; Yeh, C.	TOURS OF DUTY	2013	HBR
Wang, H. C; He, J.; Mahoney, J. T	Firm-specific knowledge resources and competitive advantage: the roles of economic- and relationship-based employee governance mechanisms.	2009	SMJ
Subcategory: Building and repairing relationships			
Author(s)	Title	Year	Journal
Blatt R.	Tough love: How communal schemas and contracting practices build relational capital in entrepreneurial teams	2009	AMR
Dirks K. ; Lewicki R. ; Zaheer A.	Repairing relationships within and between organizations: building a conceptual foundation	2009	AMR
Dumas, T.L; Phillips, K. W; Rothbard, N. P	Getting Closer at the Company Party: Integration Experiences, Racial Dissimilarity, and Workplace Relationships.	2013	OS
Kahn W. ; Barton M.; Fellows S.	Organizational crises and the disturbance of relational systems.	2013	AMR
Levin, D. Z; Walter, J.; Murnighan, J. K.	Dormant Ties: The Value Of Reconnecting.	2011	OS
Loyd, D.L.; Wang, C. S; Phillips, K. W; Lount Jr., R.B	Social Category Diversity Promotes Premeeting Elaboration: The Role of Relationship Focus.	2013	OS
Luo, X.; Kanuri, V. K; Andrews, M.	How does CEO tenure matter? The mediating role of firm-employee and firm-customer relationships.	2014	SMJ
Phillips K. ; Rothbard N.; Dubas T.	To disclose or not to disclose? Status distance and self-disclosure in diverse environments	2009	AMR
Ren H. ; Gray B.	Repairing relationship conflict: How violation types and culture influence the effectiveness of restoration rituals	2009	AMR
Subcategory: Trust repair			
Author(s)	Title	Year	Journal
Gillespie N. ; Dietz G.	Trust repair after an organizational-level failure	2009	AMR
Kim P. ; Dirks K. ; Cooper C.	The repair of trust: A dynamic bilateral perspective and multilevel conceptualization	2009	AMR
Tomlinson E. ; Mayer R.	The role of causal attribution dimensions in trust repair	2009	AMR
Subcategory: Trustworthiness and building trust			
Author(s)	Title	Year	Journal
Cuddy, A. J C; Kohut, M.; Neffinger, J.	Connect, Then Lead	2013	HBR
Klotz A.; Motta Veiga S. ; Mbuckley . R.	The role of trustworthiness in recruitment and selection: A review and guide for future research.	2013	JOB
Pirson, Michael; Malhotra, Deepak	Foundations of Organizational Trust: What Matters to Different Stakeholders?	2011	OS
Simmons B. ; Gooty J. ; Nielson D. et al.	Secure attachment: implications for hope, trust, burnout, and performance.	2009	JOB
Subcategory: Benefits with trust			
Author(s)	Title	Year	Journal
Huang X.; Iun J.; Liu A. et al.	Does participative leadership enhance work performance by inducing empowerment or trust? The differential effects on managerial and non-managerial subordinates.	2010	JOB
Li A.; Tan H.	What happens when you trust your supervisor? Mediators of individual performance in trust relationships.	2013	JOB
Lau D. ; Lam L.; Wen S.	Examining the effects of feeling trusted by supervisors in the workplace: A self-evaluative perspective	2014	JOB
Walumbwa F. ; Luthans F.; Avery J. et al.	Authentically leading groups: The mediating role of collective psychological capital and trust.	2011	JOB
Zhu Y. ; Akhtar S.	How transformational leadership influences follower helping behavior: The role of trust and prosocial motivation	2014	JOB
Subcategory: Norms, behavior, communication and cognition in group work			
Author(s)	Title	Year	Journal
Cheng C. ; Chua R. ; Morris M.	Finding the right mix: How the composition of self-managing multicultural teams' cultural value orientation influences performance over time.	2012	JOB
Collins A. ; Lawrence S.; Troth A. et al.	Group affective tone: A review and future research directions.	2013	JOB
Duguid, M. M; Loyd, D. L.; Tolbert, P. S	The Impact of Categorical Status, Numeric Representation, and Work Group Prestige on Preference for Demographically Similar Others: A Value Threat	2012	OS
Fayard, A.-L.; Weeks, J.	Who Moved My Cube?	2011	HBR
Ferrazzi, K.	Candor, Criticism, Teamwork.	2012	HBR

George, E.; Chattopadhyay, P.; Zhang, L. L	Helping Hand or Competition? The Moderating Influence of Perceived Upward Mobility on the Relationship Between Blended Workgroups and Employee Attitudes and Behaviors.	2012	OS
Gevers J. ; Peeters M. A. G.	A pleasure working together? The effects of dissimilarity in team member conscientiousness on team temporal processes and individual satisfaction.	2009	JOB
Grant A. ; Patil S.	Challenging the norm of self-interest: minority influence and transitions to helping norms in work units	2012	AMR
Han J. ; Han J.; Brass D.	Human capital diversity in the creation of social capital for team creativity	2014	JOB
Huber G. ; Lewis K.	Cross-understanding: Implications for group cognition and performance	2010	AMR
Huber G.; Lewis K.	Cross-Understanding and shared social theories	2011	AMR
Kaplan S. ; LaPort K. ; Waller M.	The role of positive affectivity in team effectiveness during crises.	2013	JOB
Kor, Y. Y; Mesko, A.	Dynamic managerial capabilities: Configuration and orchestration of top executives' capabilities and the firm's dominant logic.	2013	SMJ
Lai J. ; Lam L. ; Lam S.	Organizational citizenship behavior in work groups: A team cultural perspective.	2013	JOB
Lawrence T.; Maitlis S.	Care and possibility: Enhancing an Ethic of care through narrative practice	2012	AMR
Lee C. ; Farh J. ; ChenZ.	Promoting group potency in project teams: The importance of group identification.	2011	JOB
Loch, C. H; Sengupta, K.; Ahmad, M .G.	The Microevolution of Routines: How Problem Solving and Social Preferences Interact.	2013	OS
Mäs, M.; Flache, A.; Takács, K.; Jehn, K. A	In the Short Term We Divide, in the Long Term We Unite: Demographic Crisscrossing and the Effects of Faultlines on Subgroup Polarization.	2013	OS
McCreary, L.	Kaiser Permanente's Innovation on the Front Lines.	2010	HBR
McGinn, K. L; Milkman, K. L	Looking Up and Looking Out: Career Mobility Effects of Demographic Similarity Among Professionals.	2013	OS
Menon, T.; Phillips, K. W	Getting Even or Being at Odds? Cohesion in Even- and Odd-Sized Small Groups.	2011	OS
Menon, T.; Thompson, L.	Envy at Work.	2010	HBR
Metiu, A.; Rothbard, N.P	Task Bubbles, Artifacts, Shared Emotion, and Mutual Focus of Attention: A Comparative Study of the Microprocesses of Group Engagement.	2013	OS
Miron-Spektor, E.; Erez, M.; Naveh, E.	To Drive Creativity, Add Some Conformity	2012	HBR
n.a.	The New Science of Building Great Teams: Interaction	2012	HBR
n.a.	The Division of Gains from Complementarities in Human-Capital-Intensive Activity.	2012	OS
n.a.	Togetherness.	2009	HBR
Nouri R. ; Erez M. ; Rockstuhl T. ; Ang S.	Taking the bite out of culture: The impact of task structure and task type on overcoming impediments to cross-cultural team performance.	2013	JOB
O'Leary, M.B.; Mortensen, M.	Go (Con)figure: Subgroups, Imbalance, and Isolates in Geographically Dispersed Teams.	2010	OS
Owens, B.P; Johnson, M. D; Mitchell, T. R	Expressed Humility in Organizations: Implications for Performance, Teams, and Leadership.	2013	OS
Qian, C.; Cao, Q.; Takeuchi, R.	Top management team functional diversity and organizational innovation in China: The moderating effects of environment.	2013	SMJ
Randolph-Seng B. ; Norris J.	Cross-Understanding in Groups: How to "Cross Over" Without "Dying".	2011	AMR
Raver J. ;Ehrhart M. ; Chadwick I.	The emergence of team helping norms: Foundations within members' attributes and behavior.	2012	JOB
Schmidt J. ; Ogunfowora B. ;Bourdage J.	No person is an island: The effects of group characteristics on individual trait expression.	2012	JOB
Schulte, M.; Cohen, N A.; Klein, K. J	The Coevolution of Network Ties and Perceptions of Team Psychological Safety.	2012	OS
Tasa K. ; Sears G. ; Schat A.	Personality and teamwork behavior in context: The cross-level moderating role of collective efficacy.	2011	JOB
Triana M. ; Porter C.; DeGrassi S. et al.	We're all in this together...except for you: The effects of workload, performance feedback, and racial distance on helping behavior in teams.	2013	JOB
Troth A. ; Jordan P.; Lawrence S. et al.	A multilevel model of emotional skills, communication performance, and task performance in teams.	2012	JOB
Tsai W. ; Chi N.; Grandey A. et al.	Positive group affective tone and team creativity: Negative group affective tone and team trust as boundary conditions.	2012	JOB
van Knippenberg, D.; Kooij-de Bode, H. J M; van Ginkel, W. P	The Interactive Effects of Mood and Trait Negative Affect in Group Decision Making.	2010	OS
West B. ; Patera J. ;Carsten M.	Team level positivity: investigating positive psychological capacities and team level outcomes.	2009	JOB
Wilson, J.; Crisp, C B.; Mortensen, M.	Extending Construal-Level Theory to Distributed Groups: Understanding the Effects of Virtuality.	2013	OS
Woolley A.	Responses to adversarial situations and collective intelligence.	2011	JOB
Wyer, R. S	Your Commute Can Improve Your Relationship	2012	HBR

Subcategory: Conflict in teams			
Author(s)	Title	Year	Journal
Bendersky, C.; Hays, N. A	Status Conflict in Groups.	2012	OS
Choi J. ;Sy T.	Group-level organizational citizenship behavior: Effects of demographic faultlines and conflict in small work groups.	2010	JOB
Choi K. ; Cho B.	Competing hypotheses analyses of the associations between group task conflict and group relationship conflict.	2011	JOB
Fiol C. M. ; Pratt M.; O'Connor E.	Managing intractable identity conflicts	2009	AMR
Hempel P.; Zhang Z. ; Tjosvold D.	Conflict management between and within teams for trusting relationships and performance in China.	2009	JOB
Jiang J. ; Zhang X. ; Tjosvold D.	Emotion regulation as a boundary condition of the relationship between team conflict and performance: A multi-level examination.	2013	JOB
Joni, S.-. A; Beyer, D.	How to Pick a Good Fight.	2009	HBR
Levinthal, D.A	Statement from the Editor Regarding "Status Conflict in Groups".	2012	OS
Somech A. ; Desivilya H.; Lidogoster H.	Team conflict management and team effectiveness: the effects of task interdependence and team identification.	2009	JOB
Subcategory: The role of emotions and affect			
Author(s)	Title	Year	Journal
Antonakis, J.; Fenley, M.; Liechti, S.	Learning Charisma	2012	HBR
Ballinger G.; Rockmann K.	Chutes versus ladders: Anchoring events and a punctuated-equilibrium perspective on social exchange relationships	2010	AMR
Barsade, S. G.; Ramarajan, L.; Westen, D.	Implicit affect in organizations	2009	ROB
Beal D. ; Ghandour L.	Stability, change, and the stability of change in daily workplace affect.	2011	JOB
Bissing-Olson M. ; Iyer A.;Fielding K.	Relationships between daily affect and pro-environmental behavior at work: The moderating role of pro-environmental attitude.	2013	JOB
Bohns, V. K; Flynn, F.J	Guilt by Design: Structuring Organizations to Elicit Guilt as an Affective Reaction to Failure.	2013	OS
Brown G.; Pierce J.; Crossley C.	Toward an Understanding of the Development of Ownership Feelings	2014	JOB
Campbell, A.; Whitehead, J.; Finkelstein, S.	WHY GOOD LEADERS MAKE BAD DECISIONS	2009	HBR
Chau S. ; Dahling J. ; Levy P. et al.	A predictive study of emotional labor and turnover.	2009	JOB
Choi J. ; Sung S. ; Lee K. et al.	Balancing cognition and emotion: Innovation implementation as a function of cognitive appraisal and emotional reactions toward innovation.	2011	JOB
Collins A. ;Lawrence S. ; Troth A. et al.	Group affective tone: A review and future research directions.	2013	JOB
Cuddy, A. J. C.; Glick, P.; Beninger, A.	The dynamics of warmth and competence judgments, and their outcomes in organizations	2011	ROB
Delgado-García, J. B.; De La Fuente-Sabaté, J. M.	How do CEO emotions matter? Impact of CEO affective traits on strategic and performance conformity in the spanish banking industry.	2010	SMJ
DeWall, C.N.	Hurt Feelings? You Could Take a Pain Reliever . . .	2011	HBR
Dimotakis N. ; Scott B. ;Koopman J.	An experience sampling investigation of workplace interactions, affective states, and employee well-being.	2011	JOB
Fritz C.; Sonnentag S.; Spector P. et al.	The weekend matters: Relationships between stress recovery and affective experiences.	2010	JOB
Grant A.; Wade-Benzoni K.	The hot and cool of death awareness at work: mortality cues, aging, and self-protective and prosocial motivations	2009	AMR
Huy, Q. N.	How middle managers' group-focus emotions and social identities influence strategy implementation.	2011	SMJ
Janssen O.; Lam C.; Huang X.	Emotional exhaustion and job performance: The moderating roles of distributive justice and positive affect.	2010	JOB
Kaplan S. ; LaPort K. ; Waller M.	The role of positive affectivity in team effectiveness during crises.	2013	JOB
Khan A. ; Quratulain S.; Bell C. M.	Episodic envy and counterproductive work behaviors: Is more justice always good?	2014	JOB
Kilduff, M.; Chiaburu, D. S.; Menges, J. I	Strategic use of emotional intelligence in organizational settings: Exploring the dark side	2010	ROB
Kim T-Y. ; Cable D.; Kim S-P.et al.	Emotional competence and work performance: The mediating effect of proactivity and the moderating effect of job autonomy.	2009	JOB
KluemperD. ; Little L. ;DeGroot T.	State or trait: effects of state optimism on job-related outcomes.	2009	JOB
Lindebaum D. ; Jordan P.	Positive emotions, negative emotions, or utility of discrete emotions?	2012	JOB
Metiu, A.; Rothbard, N. P	Task Bubbles, Artifacts, Shared Emotion, and Mutual Focus of Attention: A Comparative Study of the Microprocesses of Group Engagement.	2013	OS
Miller, M.C.	Go Ahead, Have Regrets.	2009	HBR
n.a.	COMPLIANCE AND THE FRIGHT FACTOR.	2014	HBR
n.a.	The Importance of an After-Work Smile.	2011	HBR
O'Connell, A.	Smile, Don't Bark, in Tough Times.	2009	HBR
Rosh, L.; Offermann, L.	Be Yourself, but Carefully	2013	HBR
Sanchez-Burks, J.; Huy, Q.N.	Emotional Aperture and Strategic Change: The Accurate Recognition of Collective Emotions.	2009	OS
Shapiro, .	Why Repressing Emotions Is Bad for Business.	2009	HBR

Tai K. ; Narayanan J.; Mc Allister D.	Envy as pain: Rethinking the nature of envy and its implications for employees and organizations	2012	AMR
Troth A.; Jordan P. ; Lawrence S. et al.	A multilevel model of emotional skills, communication performance, and task performance in teams.	2012	JOB
Tsai W.; Chi N.; Grandey A. et al.	Positive group affective tone and team creativity: Negative group affective tone and team trust as boundary conditions.	2012	JOB
Waytz, A.; Mason, M.	Your Brain at Work.	2013	HBR
Subcategory: Negative emotions			
Author(s)	Title	Year	Journal
David, S.; David, S.	Emotional Agility	2013	HBR
Dudenhöffer S.; Dormann C.	Customer-related social stressors and service providers' affective reactions.	2013	JOB
Jiang J. ; Zhang X.; Tjosvold D.	Emotion regulation as a boundary condition of the relationship between team conflict and performance: A multi-level examination.	2013	JOB
Kish-Gephart, J.J.; Detert, J.R.; Treviño, L. K.; Edmondson, A. C	Silenced by fear:: The nature, sources, and consequences of fear at work	2009	ROB
Lerner, J. S; Shonk, K.	How Anger Poisons Decision Making.	2010	HBR
Menon, T.; Thompson, L.	Envy at Work.	2010	HBR
van Knippenberg, Daan; Kooij-de Bode, Hanneke J M; van Ginke, Wendy P	The Interactive Effects of Mood and Trait Negative Affect in Group Decision Making.	2010	OS
Vries, M.; F R K.De.	COACHING THE TOXIC LEADER	2014	HBR
Zhao B.	Learning from errors: The role of context, emotion, and personality.	2011	JOB
Subcategory: Positive emotions			
Author(s)	Title	Year	Journal
Achor, S.	Positive Intelligence.	2012	HBR
Atkins P. ; Parker S.	Understanding individual compassion in organisations: The role of appraisals and psychological flexibility	2012	AMR
Madrid H. ; Patterson M.; Birdi K.	The role of weekly high-activated positive mood, context, and personality in innovative work behavior: A multilevel and interactional model	2014	JOB
Morse, G.	The Science Behind The Smile	2012	HBR
Mussel P.	Introducing the construct curiosity for predicting job performance.	2013	JOB
Seo M. ; Bartunek J. ;Feldman L.	The role of affective experience in work motivation: Test of a conceptual model.	2010	JOB
Sliter M. ; Kale A.; Yuan Z.	Is humor the best medicine? The buffering effect of coping humor on traumatic stressors in firefighters	2014	JOB
Stearns, P.N	The History of Happiness.	2012	HBR
Subcategory: Aggression			
Author(s)	Title	Year	Journal
Brown, G.; Robinson, S. L	Reactions to Territorial Infringement.	2011	OS
Chang C. ; Eatough E.; Spector P. et al.	Violence-prevention climate, exposure to violence and aggression, and prevention behavior: A mediation model.	2012	JOB
Hershcovis M. S. ; Barling J.	Towards a multi-foci approach to workplace aggression: A meta-analytic review of outcomes from different perpetrators.	2010	JOB
Hershcovis M. S. ; Reich T.	Integrating workplace aggression research: Relational, contextual, and method considerations.	2013	JOB
Wittmer J. ; Sinclair R. ; Martin J. et al.	Shared aggression concerns and organizational outcomes: The moderating role of resource constraints Shared aggression concerns and organizational outcomes: The moderating role of resource constraints.	2013	JOB
Subcategory: Self identities and work identification			
Author(s)	Title	Year	Journal
Dutton J. ; Roberts L.; Bednar J.	Pathways for positive identity construct at work: Four types of positive identity and the building of social resources	2010	AMR
Dutton J. ; Roberts L. ; Bednar J.	Using a Positive Lens to Complicate the Positive in Identity Research.	2011	AMR
Ibarra H. ; Barbulescu R.	Identity as narrative: Prevalence, effectiveness, and consequences of narrative identity work in macro work role transitions	2010	AMR
Learmonth M.; Humphreys M.	Blind Spots in Dutton, Roberts, and Bednar's "Pathways for Positive Identity Construction at Work": "You've Got to Accentuate the Positive, Eliminate the Negative".	2011	AMR
n.a.	Not All Identifications Are Created Equal: Exploring Employee Accounts for Workgroup, Organizational, and Professional Identification.	2012	OS
Obodaru O.	The self not taken: How alternative selves develop and how they influence professional lives	2012	AMR
Ramarajan L. ; Reid E.	Shattering the myth of separate worlds: Negotiating nonwork identities at work	2013	AMR
Schultz, M.; Hernes, T.	A Temporal Perspective on Organizational Identity.	2013	OS

Subcategory: Effects of self and group identification			
Author(s)	Title	Year	Journal
Ashcraft K.	The glass slipper: "Incorporating" occupational identity in management studies	2013	AMR
Bezrukova, Katerina; Jehn, Karen A; Zanutto, Elaine L; Thatcher, Sherry M B	Do Workgroup Faultlines Help or Hurt? A Moderated Model of Faultlines, Team Identification, and Group Performance.	2009	OS
DeRue D. ; Ashford S.	Who will lead and who will follow? A social process of leadership identity construction in organizations	2010	AMR
Johnson R. ; Chang C. ;Yang L.	Commitment and motivation at work: The relevance of employee identity and regulatory focus	2010	AMR
Swann Jr., W. B.;Johnson, R. E.; Bosson, J.K	Identity negotiation at work	2009	ROB
Subcategory: Identity conflicts, loss and threats			
Author(s)	Title	Year	Journal
Conroy S.; O'leary-Kelly A.	Letting go and moving on: workrelated Identity loss and recovery	2014	AMR
Fiol C. M. ; Pratt M.; O'Connor E.	Managing intractable identity conflicts	2009	AMR
Horton K. ; Bayerl P. S.; Jacobs G.	Identity conflicts at work: An integrative framework	2014	JOB
Petriglieri J.	Under threat: Responses to consequences of threats to individuals' identities	2011	AMR
Subcategory: Outcomes of relationships			
Author(s)	Title	Year	Journal
Li A.; Tan H.	What happens when you trust your supervisor? Mediators of individual performance in trust relationships.	2013	JOB
Allen D. ;Shanock L.	Perceived organizational support and embeddedness as key mechanisms connecting socialization tactics to commitment and turnover among new employees.	2013	JOB
Battilana, J.; Casciaro, T.	The Network Secrets of Great Change Agents	2013	HBR
Carmeli A. ; Gittell J.	High-quality relationships, psychological safety, and learning from failures in work organizations.	2009	JOB
Dimotakis N. ; Scott B.; Koopman J.	An experience sampling investigation of workplace interactions, affective states, and employee well-being.	2011	JOB
Fernet C. ; Gagné M. ; Austin S.	When does quality of relationships with coworkers predict burnout over time? The moderating role of work motivation.	2010	JOB
Galunic, C. Hermreck, I.	How to Help Employees "Get" Strategy	2012	HBR
Hallowell, E. M.	What Brain Science Tells Us About How to Excel.	2010	HBR
Hayton J. ; Carnabici G. ; Eisenberger R.	With a little help from my colleagues: A social embeddedness approach to perceived organizational support.	2012	JOB
Ilies R. ; Johnson M.; Judge et al. T.	A within-individual study of interpersonal conflict as a work stressor: Dispositional and situational moderators.	2011	JOB
Lau R. ; Cobb A.	Understanding the connections between relationship conflict and performance: The intervening roles of trust and exchange.	2010	JOB
Ozcelic H.	An empirical analysis of surface acting in intra-organizational relationships An empirical analysis of surface acting in intra-organizational relationships.	2013	JOB
Umphress, E.E.; Bingham, J. B.	When Employees Do Bad Things for Good Reasons: Examining Unethical Pro-Organizational Behaviors.	2011	OS
Van Buren, M. E.; Safferstone, T.	THE Quick Wins Paradox.	2009	HBR

Appendix B 9 – Teamwork and collaboration

Primary category 9: Teamwork and collaboration			
Subcategory: Team performance			
Author(s)	Title	Year	Journal
Bendersky, C.; Hays, N. A	Status Conflict in Groups.	2012	OS
Bezrukova, K.; Jehn, K. A; Zanutto, E. L; Thatcher, S. M B	Do Workgroup Faultlines Help or Hurt? A Moderated Model of Faultlines, Team Identification, and Group Performance.	2009	OS
Bresman, H.	External Learning Activities and Team Performance: A Multimethod Field Study.	2010	OS
Cheng C. ; Chua R.; Morris M.	Finding the right mix: How the composition of self-managing multicultural teams' cultural value orientation influences performance over time.	2012	JOB
Groysberg, B.; Polzer, J. T; Elfenbein, H. A.	Too Many Cooks Spoil the Broth: How High-Status Individuals Decrease Group Effectiveness.	2011	OS
Jiang J. ; Zhang X.; Tjosvold D.	Emotion regulation as a boundary condition of the relationship between team conflict and performance: A multi-level examination.	2013	JOB
Lechner, C.; Floyd, S. W.	Group influence activities and the performance of strategic initiatives.	2012	SMJ
Lee, T.H.	Turning Doctors into Leaders.	2010	HBR
Mas-Ruiz, F.; Ruiz-Moreno, F.	Rivalry within strategic groups and consequences for performance: the firm-size effects.	2011	SMJ
Millhiser, W.P; Coen, C. A; Solow, D.	Understanding the Role of Worker Interdependence in Team Selection.	2011	OS
Nijstad, B. A.; De Dreu, C. K W	Motivated information processing in organizational teams: Progress, puzzles, and prospects	2012	ROB
O'leary M.; Mortensen M. ; Woolley A	Multiple Team Membership: A Theoretical Model of its Effects on Productivity and Learning for Individuals and Teams.	2011	AMR
Troth A. ; Jordan P.; Lawrence S.et al.	A multilevel model of emotional skills, communication performance, and task performance in teams.	2012	JOB
van Knippenberg, D.; Kooij-de Bode, H. J M; van Ginke, W.P	The Interactive Effects of Mood and Trait Negative Affect in Group Decision Making.	2010	OS
Wagner J. ; Humphrey S. ; Meyer C. et al.	Individualism-collectivism and team member performance: Another look.	2012	JOB
Woolley, A.W.	Means vs. Ends: Implications of Process and Outcome Focus for Team Adaptation and Performance.	2009	OS
Woolley, A.W.	Playing Offense vs. Defense: The Effects of Team Strategic Orientation on Team Process in Competitive Environments.	2011	OS
Subcategory: Group processes, productivity and learning			
Author(s)	Title	Year	Journal
Baer, M.; Dirks, K.T; Nickerson, J. A	Microfoundations of strategic problem formulation Microfoundations of strategic problem formulation.	2013	SMJ
Bank G. ; Batchelor J; Seers A. et al.	What does team–member exchange bring to the party? A meta-analytic review of team and leader social exchange	2014	JOB
Bartel C. ; Wiesenfeld B.	The social negotiation of group prototype ambiguity in dynamic organizational contexts	2013	AMR
Bezrukova, K.; Jehn, K. A.; Zanutto, E.L; Thatcher, S.M. B.	Do Workgroup Faultlines Help or Hurt? A Moderated Model of Faultlines, Team Identification, and Group Performance.	2009	OS
Bianchi, A. J; Kang, S. M.; Stewart, D.	The Organizational Selection of Status Characteristics: Status Evaluations in an Open Source Community.	2012	OS
Bresman, H.	External Learning Activities and Team Performance: A Multimethod Field Study.	2010	OS
Bresman, H.; Zellmer-Bruhn, M.	The Structural Context of Team Learning: Effects of Organizational and Team Structure on Internal and External Learning.	2013	OS
Bunderson, J S.; Boumgarden, P.	Structure and Learning in Self-Managed Teams: Why "Bureaucratic" Teams Can Be Better Learners.	2010	OS
Carton A. ; Cummmings J.	A theory of subgroups in work teams	2012	AMR
Cordery J. ; Morrison D. ; Wright B. et al.	The impact of autonomy and task uncertainty on team performance: A longitudinal field study.	2010	JOB
Coutu, D.; Beschloss, M.	Why Teams DON'T Work	2009	HBR
Crawford E.; Lepine J.	A configuaral theory of team processes: Accounting for the structure of taskwork and teamwork	2013	AMR
Cronin M. ; Bezrukova K. ; Weingart L. et al.	Subgroups within a team: The role of cognitive and affective integration.	2011	JOB
Cummings J. ; Haas M.	So many teams, so little time: Time allocation matters in geographically dispersed teams.	2012	JOB

Gebert, D.; Boerner, S.; Kearney, E.	Fostering Team Innovation: Why Is It Important to Combine Opposing Action Strategies?	2010	OS
Gibson, C.B; Dibble, R.	Excess May Do Harm: Investigating the Effect of Team External Environment on External Activities in Teams.	2013	OS
Groysberg, B.; Polzer, J. T; Elfenbein, H.A.	Too Many Cooks Spoil the Broth: How High-Status Individuals Decrease Group Effectiveness.	2011	OS
Hackman R.	From causes to conditions in group research.	2012	JOB
Hansen, M. T	When Internal Collaboration Is Bad for Your Company.	2009	HBR
Hollenbeck J. ; Beersma B. ; Schouten M.	Beyond team types and taxonomies: a dimensional scaling conceptualization for team description	2012	AMR
Huckman, R.; Staats, B.	The Hidden Benefits of Keeping Teams Intact	2013	HBR
Johns G.	Some unintended consequences of job design.	2010	JOB
Joshi A.; Pandey N.; Han G.	Bracketing team boundary spanning: An examination of task-based, team-level, and contextual antecedents.	2009	JOB
Lechner, C.; Floyd, S. W	Group influence activities and the performance of strategic initiatives.	2012	SMJ
Leonardi, P. M	Early Prototypes Can Hurt A Team's Creativity.	2011	HBR
Majchrzak, A.; More, P. H B; Faraj, S.	Transcending Knowledge Differences in Cross-Functional Teams.	2012	OS
Mankins, M.; Bird, A.; Root, J.	Making Star Teams Out of Star Players	2013	HBR
Maynard M. T.; Mathieu J. ; Rapp T. et al.	Something(s) old and something(s) new: Modeling drivers of global virtual team effectiveness.	2012	JOB
Millhiser, W. P; Coen, C.A; Solow, D.	Understanding the Role of Worker Interdependence in Team Selection.	2011	OS
Nijstad, B. A; De Dreu, C. K W	Motivated information processing in organizational teams: Progress, puzzles, and prospects	2012	ROB
O'leary M.; Mortensen M.; Woolley A	Multiple Team Membership: A Theoretical Model of its Effects on Productivity and Learning for Individuals and Teams.	2011	AMR
Parise S. ; Rollag K.	Emergent network structure and initial group performance: The moderating role of pre-existing relationships.	2010	JOB
Perlow, L. A; Porter, J. L	Making Time Off Predictable & Required.	2009	HBR
Podsakoff N. ; Podsakoff P.; McKenzie S. et al.	Consequences of unit-level organizational citizenship behaviors: A review and recommendations for future research	2014	JOB
Postrel S.	Multitasking teams with variable complementarity: Challenges for capability management	2009	AMR
Schippers M. ;Homan A. ; Van knippenberg D.	To reflect or not to reflect: Prior team performance as a boundary condition of the effects of reflexivity on learning and final team performance.	2013	JOB
Shamsie, J.; Mannor, M.J.	Looking Inside the Dream Team: Probing Into the Contributions of Tacit Knowledge as an Organizational Resource.	2013	OS
Vissa, B.; Chacar, A. S	Leveraging ties: the contingent value of entrepreneurial teams' external advice networks on Indian software venture performance.	2009	SMJ
Wageman R. ; Gardner H. ; Mortensen M.	The changing ecology of teams: New directions for teams research.	2012	JOB
Wagner J. ;Humphrey S. ; Meyer C. et al.	Individualism-collectivism and team member performance: Another look.	2012	JOB
Woolley, A. W.	Playing Offense vs. Defense: The Effects of Team Strategic Orientation on Team Process in Competitive Environments.	2011	OS
Woolley, A. W.	Means vs. Ends: Implications of Process and Outcome Focus for Team Adaptation and Performance.	2009	OS
Woolley, A.; Malone, T.	What Makes a Team Smarter? More Women.	2011	HBR
Subcategory: Factors that influence co-operation			
Author(s)	Title	Year	Journal
Adler, P.; Hecksher, C.; Prusak, L.	Building a Collaborative Enterprise.	2011	HBR
Bridoux F. ; Coeurderoy R.; Durand R.	Heterogeneous motives and the collective creation of value	2011	AMR
Desteno, D.	Who Can You Trust?	2014	HBR
Hausknecht, J. P; Holwerda, J. A.	When Does Employee Turnover Matter? Dynamic Member Configurations, Productive Capacity, and Collective Performance.	2013	OS
Ibarra, H.; Hansen, M. T.	Are You a Collaborative Leader?	2011	HBR
Marcus J. ; Le H.	Interactive effects of levels of individualism-collectivism on cooperation: A meta-analysis.	2013	JOB
n.a.	Understanding the Role of Objects in Cross-Disciplinary Collaboration.	2012	OS
n.a.	Before Identity: The Emergence of New Organizational Forms.	2012	OS
Rank, O.N; Robins, G.L; Pattison, P. E.	Structural Logic of Intraorganizational Networks.	2010	OS
Salas E. ; Gelfand M.	Introduction to the Special Issue: Collaboration in multicultural environments.	2013	JOB
Sanchez-Burks, J.; Huy, Q. N.	Emotional Aperture and Strategic Change: The Accurate Recognition of Collective Emotions.	2009	OS
Varella, P.; Javidan, M.; Waldman, D. A.	A Model of Instrumental Networks: The Roles of Socialized Charismatic Leadership and Group Behavior.	2012	OS
Woolley A.	Responses to adversarial situations and collective intelligence.	2011	JOB
Woolley, A.; Malone, T.	What Makes a Team Smarter? More Women.	2011	HBR

Subcategory: Collaboration in organizations			
Author(s)	Title	Year	Journal
Abele, J.	Bringing Minds Together	2011	HBR
Benkler, Y.	The Unselfish Gene.	2011	HBR
Dibble R. ; Gibson C.	Collaboration for the common good: An examination of challenges and adjustment processes in multicultural collaborations.	2013	JOB
Fjeldstad, Ø. D; Snow, C.C; Miles, R. E; Lettl, C.	The architecture of collaboration.	2012	SMJ
Hansen, M. T.	When Internal Collaboration Is Bad for Your Company.	2009	HBR
Jane Zhao, Z.; Anand, J.	A multilevel perspective on knowledge transfer: evidence from the Chinese automotive industry.	2009	SMJ
McDermott, R.; Archibald, D.	Harnessing Your Staff's Informal Networks.	2010	HBR
McGinn, D.	A New Will to Win.	2010	HBR
n.a.	Proximity Is the Key to Collaboration.	2011	HBR
Palus, C. J; McGuire, J. B.	From Lone Hero to a Culture of Leadership.	2010	HBR
Skilton P. ; Dooley K.	The effects of repeat collaboration on creative abraison	2010	AMR



Department of Strategic Sustainable Development
Master's Programme in Strategic Leadership towards Sustainability
Blekinge Institute of Technology, Campus Gräsvik
SE-371 79 Karlskrona, Sweden

Telephone: +46 455-38 50 00
Fax: +46 455-38 55 07
E-mail: sustainabilitymasters@bth.se