Index

A
Attraction, talent management, 17–18
Attraction and retention, 17–18, 150, 168

B
BBC
code of conduct, 189–192
employee conduct scandal, 189
BBC: Top Gear (TV show), 186
attitudes towards codes at times of transgression, 191
evidence of codes and comparison of code content, 189
final management decision’s consistency with codes, 191–192

Boundaryless career perspective of career management, 53–54

C
Career development, 35, 63
protean and KCM conceptions, 58
traditional perspectives, 51–52, 55
Career management
boundaryless career perspective, 53–54
cautions and issues, 57
current career perspectives, 53
dual ladders, 60
executive coaching, 59–60
HRM and, 58
integration of HRM, 63–64
job mobility, 57
know-why, know-how, know-whom, 62–63
lateral moves, 59
mentoring, 60–61
performance management and, 62
protean career perspective, 55
secondments, 59
self-management, 62–63
succession planning, 58
traditional perspectives, 51–52, 55

Casual work, 72
Challenges, in service work
Codes of conduct, 183–184
analysis, 188–194
BBC, 186
case studies, 185–187
content of code, 184–185
definition, 183
ethical behavior, 184–185, 193
implementation, 185
organisational culture, 184
organisational ethical decision-making, 193
Seven West Media, 185, 187–188
United Airlines, 186–187
Conscious loyalty, 45
Consumer-related violence, 118
Current career perspectives of career management, 53
Corporate psychopaths, 121
and HRM’s role, 123–124
leadership and, 122
in teams, 122–123
Crisis management, 93–95
‘Culture of survival’, 110
Cultural theory, 92
Cyber-vetting, 4–5, 149
applicants, 150
employers, 150
review websites, 150
‘Yelpification’, 150

D
Dark side of work, 4, 117
corporate psychopaths, 121–124
learning organisation in action, 134
organisation as ‘Dark Satanic Mill’, 120–121
violence at work and learning organisation, 126–127
workplace violence, 117–118, 124–126
Dark workplace, 118–119
Distributive justice, 6
Double loop learning, 126–127
Dual ladders of career management, 60

E
Economic approach to risk, 91
Emotional labour, 106, 111
Emotional proletariat, 71, 75
Employee well-being, 103–104
percentage of population diagnosed with depression, 105
physical well-being/health, 104
psychological/mental well-being, 104–105
social well-being, 105
Environment, career management
outsourcing, 52
casual labour, 52
Environment, work, 75, 104, 108, 110

F
Fordism, 175–176
Fourth industrial revolution, 4, 173, 177

H
Hawthorne studies, 176
Health and well-being, 5, 104
Human capital theory, 17
Human resource development (HRD), 17
Human resource management (HRM), 4, 17, 70, 107, 137, 159, 177–178. See also Sustainable HRM
and career management, 58–64
corporate psychopaths and HRM’s role, 123–124
ethics and, 8–9
implications for, 43–46
justice at work, 5–8
key debates for, 164–165
and service sector, 69–77
SET, 10
trust, 9–10

I
Integration of HRM in career management, 63–64
Interactional justice, 7–8
Interpersonal justice, 6

J
Job mobility
Job previews and psychological contracts
Justice, 5
context of, 8
distributive justice, 6
interactional justice, 7–8
interpersonal justice, 6
organisational justice, 5
procedural justice, 6–7
theory, 6

K
Kaleidoscope career model (KCM), 51
perspective of career management, 55–57
Know-how competencies, 62–63
Know-whom competencies, 62–63
Know-why competencies, 62–63

L
Lateral moves in career management, 59
Leadership and corporate psychopaths, 122
Learning organisation
in action, 134
double loop learning, 126–127

M
Maintenance-interactive service organisation, 73
Managing talent. See Talent management (TM)
Manufacturing, decline of, 69–70
Marketability, 54
Mental health, 103
case study of nursing profession, 109–111
critical care in ICUs, 132–133
emotional labour, 106
good mental health, 106
presenteeism, 105
resilience, 106–107
solutions and support mechanisms, 107–108
Mentoring in career management, 60–61

N
Need for psychological contracts, 36, 38, 43
Nursing, 109–111

O
Organisational code of conduct, 183–194
Organisational commitment, 42, 58
Organisational culture, 22, 34, 121, 153, 162, 164, 184
Organisational ethical decision-making, 193
Organisational justice, 5–6
context of, 8
distributive justice, 6
interactional justice, 7–8
interpersonal justice, 6
procedural justice, 6–7
Organisations, service, 71, 73
Outplacement in career management, 59

P
Pandemics, risk, 97–99
Performance management process, 45, 62
psychological contracts, 33–46
systems, 81–82
Performance and substance abuse, 138
Presenteeism, 105, 111
productivity costs per country, 106
Procedural justice, 6–7
Protean career perspective of career management, 55
Psychological contracts, 33–34, 81–82
beliefs, 33–34, 44
breach, 38–39
conceptually, 33
conscious loyalty, 45
employees’ perspective, 44
and formal socialisation, 44
fulfilment, 40–42
Index 199

implications for HRM, 43–46
and job previews, 44
line managers, 44
need, 36, 38, 43
paternalistic role, 36
performance management process, 45
terminations, 45
traditional, 35–36
transactional, 36–38
violation, 39–40
work status and, 42–43
Psychological/mental well-being, 104–105

R
Relational psychological contracts. See Traditional psychological contracts
Reputation management, 149
in recruitment and selection, 151–152
good practice for HR professionals, 152–154
Resilience, 106–107
HR practices to enhance employee, 107
Resource-based view (RBV), 17, 162
Retention in talent management, 17–18
Risk
 crisis management, 93–95
crisis management team, 94
cultural theory, 92
economic approach, 91
event managers, 94
pandemics, 97–99
psychometric approach, 92
technical approach, 90–91
terrorism, 95–97
Risk management, 89–90
approaches to risk, 90–93
process for, 90
Samarco Dam failure, 130–131

S
Secondments, career management, 59
Self-management, career
Service sector, HRM and
challenges and opportunities, 71–74
managing consequences, 75–77
managing risk in hospital settings, 84–85
manufacturing, decline of, 69–70
Service work, 70–71
call centres, 71, 74, 76–77
challenges, 69–70
emotional proletariat, 71, 75
HRM practices, 73
service organizations, 71
and stress, 69, 75
trends, 70
Seven West Media
code of conduct, 187–188, 190
employee conduct scandal, 189
Single loop learning, 126
Social media, 150
screening. See Cyber-vetting
Socialisation
 processes, 44–45
programmes, 74
Socio-technical era, 175–176
Hawthorne studies, 176
Specialised websites, 150
Specific obligation, 39
Sponsor effect, 22
Sponsor Effect 2.0, The: Road Maps for Sponsors and Protégés, 22
Strategic HRM (SHRM), 20–21, 89, 160
towards sustainable HRM, 162–163
Stress, 57, 104
and service work, 75
work-related, 107
Substance abuse, 137–138
and culture, 139
and performance, 138
and privacy, 137–138
Succession planning in career management, 58
Sustainability, 159, 161
Sustainable Development Agenda 2030, 103
Sustainable HR initiatives, 8
Sustainable HRM, 159–169
advantages, 160, 162, 164, 167
definitions, 159
vs. strategic HRM, 162–163

T
Talent management (TM), 15–17
attraction and retention, 17–18
Tavistock Institute of Human Relations, 176
Teamwork and corporate psychopaths, 122–123
Terrorism, and risk, 95–97
Traditional career development, 52, 57
Traditional perspectives of career management, 51–52, 55
Transaction psychological contracts, 36–38, 42
Triple loop learning, 127
2030 Agenda for Sustainable Development Goals (SDGs), 159

U
Uncertainty, 57
United Airlines
code of conduct, 186–187, 190
employee conduct scandal, 189

W
Well-being, 103
case study of nursing profession, 109–111
employee, 103–105
physical, 104
presenteeism, 105
psychological, 104–105
social, 105
Work. See also Dark side of work
culture, 139
environments, 108, 110
justice at, 5–8
Work design, 173–174
contemporary theory of job and, 176–177
history, 174–175
shifting terrain of commercial aviation,
177–179
and socio-technical era, 175–176
Work-related stress, 107, 111
Workforce, key debates for, 165–166

Workplace, 1
drug testing in, 137–140
genetic testing and, 141–143
surveillance, 5
Workplace violence, 117–118
cost of, 124
intervention, 124–126
and learning organisation, 126–127
policy development, 125

Y
‘Yelpfication’, 150