

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
cautionary 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
Samarco Dam failure, 130–131
Cultural theory, 92
'Culture of survival', 110
Cyber-vetting, 4–5, 149
applicants, 150
employers, 150
review websites, 150
'Yelpfication', 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
 single loop learning, 126
 triple loop learning, 127
 violence at work and, 126–127
- Loyalty, conscious, 58
- 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

- 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
- Transactional 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