The Department of Employment Relations and Human Resource Management, and the Centre for Work, Organisation and Wellbeing invite you to a PhD Confirmation:

“Entitlement and Organisational Retaliatory Behaviour”

When: 10 am – 11:00 am, Tuesday 16th March, 2010
Where: Nathan Campus, Building N72 (Business 2), Room -1.18

Abstract: In recent years, researchers have started to focus on counterproductive workplace behaviours. Organisational retaliatory behaviour is a specific typology of counterproductive work behaviour defined as “reactions by disapproving individuals to organisational misdeeds” (Skarlicki & Folger, 2004, p. 384) and includes behaviours such as absenteeism, time wasting, gossiping, theft and sabotage (Skarlicki & Folger, 1997). The cause of organisational retaliatory behaviour is not clear. The primary aim of this research program is to investigate how individual perceptions of one’s entitlement, a relatively new concept in management literature, relate to organisational retaliatory behaviour. Entitlement has been conceptualised as a relatively stable personality trait and is defined as an expectation for preferential treatment or rewards without having regard to performance (Harvey & Martinko, 2009). The research program outlined in this presentation develops a model that links entitlement to organisational retaliatory behaviour in the context of organisational justice (Greenberg, 1987). In addition, the model also proposes that traits, attitudes, subjective norms and affect will influence the relationship between entitlement and organisational retaliatory behaviour.

The research design will be based on a pragmatist paradigm and incorporates the use of mixed methods. The program of research outlined in this proposal consists of three studies. Study One applies a quantitative method using a quasi experimental design. The sample for this study is business undergraduate students. Study Two will apply a qualitative method, using semi-structured interviews with a sample of managers. Study Three will be quantitative, again using a questionnaire based on an organisational sample of employees. In all, the research program aims to make a unique contribution to the literature by investigating the largely unexplored relationship between entitlement and organisational retaliatory behaviour and adding to theoretical development and practical applications in relation to counterproductive behaviour within organisations.

Candidate: Kristie Westerlarken is a PhD candidate in the Griffith Business School’s Department of Employment Relations and Human Resource Management. Her supervisors are Prof Peter Jordan and Dr Sheryl Ramsay.

General Enquiries and RSVP - Phone: (07) 3735 3714 Email: mailto:wow@griffith.edu.au