



Responding to jerks at work:

When and why employees prefer to reintegrate or punish workplace offenders



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Motivation / Puzzle


Workplace transgressions are inevitable and occur frequently

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Decreased:

- Employee Engagement
- Productivity
- Organisational Commitment
- Organisational Trust

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Basic Research Questions

Does the organisational identification of those who observe workplace transgressions influence when they are willing to reintegrate and/or punish workplace offenders?

What are the mechanisms that explain why this occurs?

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Key Papers


van Prooijen, J. W. (2006). Retributive reactions to suspected offenders: The importance of social categorizations and guilt probability. *Personality and Social Psychology Bulletin*, 32(6), 715-726. doi: 10.1177/0146167205284964

- Empirical paper
- Offender guilt probability
- Example of an **offender-centric** explanation for transgression observer response

Gromet, D. M., & Darley, J. M. (2009). Retributive and Restorative Justice: Importance of Crime Severity and Shared Identity in People's Justice Responses. *Australian Journal of Psychology*, 61(1), 50-57. doi: 10.1080/00049530802607662

- Theoretical paper
- Reintegrative and punitive observer responses can be used in combination
- Dealing with perceived wrongfulness
- Example of an **observer-centric** explanation

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Idea


Observers' organisational identification as a moderator/amplifier:

When observers' organisational identification is high (vs. low)...

← PUNITIVE RESPONSE
More wrongful: perceived as more severe, more intentional, etc.

REINTEGRATIVE RESPONSE
Less wrongful: perceived as less severe, less intentional, offender amends is given, etc.

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Idea

Consolidating mechanisms from the literature

Contextual features	Emotions	Cognitive judgments	Group dynamics
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Testing competing mechanistic models

Offender-centric vs. Observer-centric

Evaluation of the offender's guilt-certainty / ambiguity of the offender's wrongfulness

Personal reaction to alleviate threat (personal, relational, group-values, moral standards)

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Study #	Type	Context	Participants
Study 1	<ul style="list-style-type: none"> Correlational Retrospective 	Real life recollection	<ul style="list-style-type: none"> N = 400 US working adults Amazon Mechanical Turk
Studies 2-4	<ul style="list-style-type: none"> Experimental Cross-sectional 	Hypothetical scenarios with piped text	<ul style="list-style-type: none"> Ns = 240 / study US working adults Amazon Mechanical Turk
Study 5	<ul style="list-style-type: none"> Experience sampling method Correlational Short-term longitudinal 	Real life in the moment	<ul style="list-style-type: none"> N = 240 (minimum) Australian working adults Community sample

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