

Maximizing Long-Term Value and Conscious Capitalism at Whole Foods 4

With so many uncontrollable influences and events buffeting a company's business model, developing and implementing a management philosophy that has a positive effect on controllable forces is more important than ever. The authors believe that the Whole Foods grocery chain has done this, with its CEO's "conscious capitalism" creed. Building on market-based and value-driven management philosophies, conscious capitalism seeks to add value for all stakeholders, not just focus on near-term profits. It focuses on seven core values that benefit employees, suppliers, customers, the environment, and education underpinned by the company's strong code of ethics and socially responsible behavior. Management believes this approach generates employee and customer loyalty and long-term success for the company.

Danai Cheretis and Bahaudin G. Mujtaba

Fairness in the Workplace: The Mediating Role of Trust in the Relationship Between Supervisory Justice and Work Outcomes 17

Since perceptions of justice in the workplace are critical to employee performance and turnover, management should understand the sources of these perceptions. In addition to perceptions about the overall organization, an employee's immediate supervisor plays a key role. Moreover, perceptions would seem to be greatly influenced by the presence or absence of trust, cognitive and affective. This and related hypotheses were tested with data from 317 participants working in a variety of organizations and industries. Overall test results supported the hypotheses, suggesting that performance, turnover, and overall citizenship behavior can be positively mediated by earning and cultivating trust in supervisory justice.

Shingirayi M. Mushonga, Palaniappan Thiagarajan, and Christopher G. Torrance

Hispanic Relocation: A Study of Gender and Ethnic Identity 26

To tap the benefits of a diverse workforce, U.S. employers focus particularly on recruiting Hispanics—the fastest-growing minority in the U.S. Too often, their efforts founder on relocation issues, since larger companies often need employees to relocate. This study looked at two basics, gender and ethnic identity, as potential determinants of a willingness to relocate. Extensive analysis of data gleaned from 106 surveys of Hispanic male and female upper-level business students showed that gender-identity did affect relocation willingness; ethnic identity was not a significant factor compared to other ethnic groups; but among males and females with high ethnic identities, males were more likely to relocate. These results and a deeper understanding of cultural issues should benefit those seeking to hire Hispanics.

Olga Chapa and Stephanie T. Solansky

Which CEOs Are More Likely to be Fired in China? Demographic Characteristics as an Antecedent 37

While much research links CEO dismissals to performance problems or board conflicts, demographics, such as gender, education, and tenure, may play a major role—especially in China. The sway of demographics, in turn, is affected by corporate governance, including ownership concentration, board structure, and duality (when the CEO is also the chairman of the board). An analysis of 2,644 fiscal-year observations of CEO dismissal events from 1,131 nonfinancial Chinese listed companies from 1999 to 2008 found that CEOs who were older and had less education were more likely to be dismissed, but that corporate governance characteristics could definitely affect demographic influences, positively or negatively.

Li-Qun Wei, Dequi Chen, Michael N. Young, and Xinran Wang

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