

Chapter 8: Class, gender, race and equality

OB in focus

Two recent articles on discrimination in the workplace – one by Brief and colleagues (2000), ‘Just doing business: modern racism and obedience to authority as explanations for employment discrimination’, and another by Yoder and Berendsen (2001), “‘Outsider within” the firehouse: African American and white women fire-fighters’ – add depth and subtlety to our understanding of how and why these practices persist. Each article outlines detailed research on the issues involved, including racial prejudice, tokenism, justice and power relationships. At the same time, these articles do not identify the core problems and barriers in quite the same way. Compare and contrast these two articles (and one or more others you find most relevant). Then see how each speaks to the general models of organizational justice discussed in this section.

