



# Handbook of Organizational Justice

*From Psychology Press*

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## **Handbook of Organizational Justice** From Psychology Press

Matters of perceived fairness and justice run deep in the workplace. Workers are concerned about being treated fairly by their supervisors; managers generally are interested in treating their direct reports fairly; and everyone is concerned about what happens when these expectations are violated. This exciting new handbook covers the topic of organizational justice, defined as people's perceptions of fairness in organizations.

The *Handbook of Organizational Justice* is designed to be a complete, current, and comprehensive reference chronicling the current state of the organizational justice literature. Tracing the development of ideas regarding organizational justice, this book:

- \*introduces the topic of organizational justice from a historical perspective and presents fundamental issues regarding the nature of organizational justice;
- \*examines the justice judgment process, specifically addressing basic psychological processes, such as the roles of control, self-interest, morality, and trust in the formation of justice judgments;
- \*discusses the consequences of fair and unfair treatment in the workplace;
- \*focuses on such key issues as promoting justice in the workplace in ways that help manage stress, and the underlying processes that account for the effectiveness of justice applications;
- \*examines the generalizability of the interaction between process and outcomes and focuses on the notion of cross-cultural differences in justice effects; and
- \*summarizes the state of the science of organizational justice and presents various issues for future research and theorizing.

This *Handbook* is useful as a guide for professors and graduate students, primarily in the fields of management and psychology. It also is highly relevant to professionals in the fields of communication, sociology, legal studies, marketing, and human resources management.

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## Editorial Review

### Review

*...for those interested in pursuing a research career with a specific focus on justice...this book is really valuable, because it provides a complete overview and it introduces many suggestions for future research. In addition, the handbook can also be used for courses designed for the more advanced student levels. And, finally, it offers insights that are useful for organizational practice.*

—**European Journal of Work and Organizational Psychology**

*This volume does a wonderful job of bringing the literature on organizational justice together in one place, and it does so in the words of most of the leading scholars in the field. It will serve well as an accessible introduction to the field for an interested newcomer and extremely useful reference book for those of us working in the field.*

—**British Journal of Industrial Relations**

*This is a wonderful compendium of our current knowledge of the science of organizational and social fairness. Here one will find all of the classic and current theories, as well as deep discussion of both longstanding and more recent issues in the field, and here too one can meet a good sample of the personalities involved in advancing this important area of organizational behavior research. The book is well-structured, avoiding redundancy while at the same time highlighting linkages between topics and chapters. Whether you want a complete reference work, an excellent introduction to the field--or for that matter--a case studying the development of scientific literature from scratch to a vibrant discipline beginning in the mid 20th century and extending to today, this book belongs on your bookshelf*

—**Allan Lind**

Duke University

*Greenberg and Colquitt have produced not only the first handbook for organizational justice researchers, but also the seminal compilation. This volume is an impressive compendium of the best and most current thinking of the field's leading theorists as they systematically address its most serious and important questions. The volume is well organized and touches all of the necessary bases. In a series of impressive and illuminating chapters, justice scholars explore issues of construct validity, the judgmental underpinnings of organizational justice decisions, and the important consequences of those decisions....*

*The book also tackles major real-world applications and examines issues of generalizing across organizations and cultures. This book effectively pulls together two decades of theory and research on justice in organizational settings. Greenberg and Colquitt's book constitutes not only essential reading for contemporary scholars, but will remain the critical reference for years to come.*

—**Roderick M. Kramer**

Stanford University

*This will be an indispensable reference book for anyone--scholars and students alike--interested in the topic of organizational justice. It is, in a phrase, a cutting-edge book on a cutting-edge subject. The 20 chapters comprise an extremely comprehensive overview of the multiple facets of the subject and in toto serve as a beacon to guide further research and conceptualizing in this area. The organization of the chapters into major sections such as 'construct validity issues,' 'the justice judgment process,' and 'justice effects' adds to the usefulness of the book for readers. Bottom line: a 'must-have' book if you want to learn--and understand--*

*-more about organizational justice.*

—**Lyman Porter**

*University of California at Irvine*

#### About the Author

**Jerald Greenberg**, Ph.D., is the Abramowitz Professor of Business Ethics and Professor of Organizational Behavior at the Ohio State University's Fisher College of Business. He is co-author of one of the best-selling college texts on organizational behavior, *Behavior in Organizations*. As a researcher, he is best known for his pioneering work on organizational justice, on which he has over 140 professional articles and books to his credit.

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##### **Tyrell Gutierrez:**

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