ORGANIZATIONAL JUSTICE

International Perspectives and Conceptual Advances

Edited by Carolina Moliner, Russell Cropanzano, & Vicente Martínez-Tur

Routledge
Taylor & Francis Group
LONDON AND NEW YORK
# CONTENTS

List of contributors ix

1 Challenges for an organizational justice research agenda 1  
*Carolina Moliner, Vicente Martínez-Tur, and Russell Cropanzano*

## SECTION 1  
Justice motives 13

2 Deonance: expanding the concept 15  
*Robert Folger and Christopher Stein*

3 Managerial motives for just action and managers’ cultural logic: taking a CuPS approach 37  
*E. Layne Paddock*

4 The “who” of organizational justice: source effects on justice judgments 58  
*Tatiana Marques, David Patient, and Irina Cojuharenco*

## SECTION 2  
Justice & particularities of teams 85

5 The role of peer justice climate: what do we know and where can we go from here? 87  
*Agustín Molina, Ana Jakopec, Russell Cropanzano, and Carolina Moliner*
6 Justice and conflict dynamics in teams
   Mladen Adamović, Marion Fortin, and Marjo-Riitta Diehl

SECTION 3
Consequences of injustice and implications for practice 135

7 An eye for an eye: counterproductive work behavior as an emotional reaction to injustice in the workplace
   Christine A. Henle and Megan Naude

8 Organizational justice for understanding employee health and well-being
   Dirk D. Steiner

9 Fairness, uncertainty, trust, and benevolence: social construction of a market in an emerging economy through the perceptions of value chain transaction partners
   Chris M. Bell and Kevin McKague

SECTION 4
New constructs in organizational justice research 205

10 Entity justice and entity injustice: a review and conceptual extension
   Russell Cropanzano, Erica L. Anthony, Shanna R. Daniels, and Alison V. Hall

11 Construct death matches: a cure for what ails us (and our literature)
   Marshall Schminke and Sharon Sheridan

Index 269