

Moral virtues, fairness heuristics, social entities, and other denizens of organizational justice.

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### Moral Virtues, Fairness Heuristics, Social Entities, and Other Denizens of Organizational Justice

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#### Abstract

Recent years have seen a burgeoning interest in the study of organizational justice. Employee perceptions of distributive, procedural, and interactional justice have been related to a variety of important work outcomes, such as performance, citizenship behaviors, and job attitudes. Despite the health and vigor of justice research, the rapid growth of this literature has made salient a variety of new issues. In the present paper, we discuss these concerns as three questions: How do workers formulate appraisals of justice?; Why do individuals do so?; and What precisely is being appraised? Each of these three questions provides a framework for reviewing the current state of our knowledge, proposing new research paradigms, and providing directions for future inquiry.



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