getting what we want and playing by the rules. The two tend to go together, but less so than many believe. For example, pay satisfaction is only modestly correlated with perceptions of pay justice (Williams, McDaniel, & Nguyen, 2006). If "justice" were based exclusively on obtaining benefits, then one would expect a higher association. Later we shall discuss evidence suggesting that individuals can accept an unfortunate outcome as long as the process is fair and they are treated with interpersonal dignity (e.g., Goldman, 2003; Skarlicki & Folger, 1997).

Social considerations. People are social animals. We wish to be accepted and valued by important others while not being exploited or harmed by powerful decision-makers. In the "group-value model," just treatment tells us that we are respected and esteemed by the larger group. We are also at less risk for mistreatment. This sense of belonging is important to us even apart from the economic benefits it can bring (Tyler & Blader, 2000; Tyler & Smith, 1998). As you might expect, this can pose a potential problem for organizations. To the extent that justice signals our value to an employer, the more we care about the organization the more distressed we become when

Table 1
Components of Organizational Justice

1. Distributive Justice: Appropriateness of outcomes.
• Equity: Rewarding employees based on their contributions.
• Equality: Providing each employee roughly the same compensation.
• Need: Providing a benefit based on one's personal requirements.
2. Procedural Justice: Appropriateness of the allocation process.
• Consistency: All employees are treated the same.
• Lack of Bias: No person or group is singled out for discrimination or ill-treatment.
• Accuracy: Decisions are based on accurate information.
• Representation of All Concerned: Appropriate stakeholders have input into a decision.
• Correction: There is an appeals process or other mechanism for fixing mistakes.
• Ethics: Norms of professional conduct are not violated.
3. Interactional Justice: Appropriateness of the treatment one receives from authority figures.
• Interpersonal Justice: Treating an employee with dignity, courtesy, and respect.
• Informational Justice: Sharing relevant information with employees.

we are treated unfairly. Brockner, Tyler, and Cooper-Schneider (1992) assessed the commitment of a group of employees before a layoff occurred. After the downsizing those people who were initially the *most* committed responded the *most* negatively to the downsizing. When we treat workers unfairly, we may end up doing the most harm to those who are most loyal.

Ethical considerations. People also care about justice because they believe it is the morally appropriate way others should be treated (Folger, 2001). When individuals witness an event they believe is ethically inappropriate, they are likely to take considerable risks in the hopes of extracting retribution (Bies & Tripp, 2001, 2002). Such unfortunate (from the organization's point of view) reactions may occur even when an employee simply witnesses the harm and is not personally wronged (Ellard & Skarlicki, 2002; Spencer & Rupp, 2006). Consider, for example, a day-to-day problem faced by many service workers. When these employees see a customer treating one of their coworkers unfairly, the observing worker is apt to experience stress symptoms. Through this mechanism, injustice may spread ill will throughout a workgroup.

Three Components of Justice

Research has shown that employees appraise three families of workplace events. They examine the justice of outcomes (distributive justice), the justice of the formal allocation processes (procedural justice), and the justice of interpersonal transactions they encounter with others (interactional justice). These are shown in Table 1.

Distributive, procedural, and interactional justice tend to be correlated. They can be meaningfully treated as three components of overall fairness (Ambrose & Arnaud, 2005; Ambrose & Schminke, 2007), and the three components can work together. However, if one's goal is to promote workplace justice, it is useful to consider them separately and in detail. This is because each component is engendered in distinct ways, arising from different managerial actions.