

# Robert G. Folger

Department of Management  
University of Central Florida  
Orlando, FL 32816  
(407) 823-1722

## EDUCATION

### **Ph.D., University of North Carolina at Chapel Hill (1975)**

Concentration: Social Psychology  
Minors: Sociology; City and Regional Planning

Dissertation: **Distributive and procedural justice: Combined impact of “voice” and improvement on experienced inequity.** (Committee Chair: J. Stacy Adams)

### **M.A., University of North Carolina at Chapel Hill (1973)**

### **A.B. cum laude, Davidson College (1971)**

## ACADEMIC APPOINTMENTS

### **University of Central Florida, College of Business Administration**

2017-present Pegasus Professor (highest honor for UCF faculty)  
2010-present Distinguished Alumni Endowed Professor in Business Ethics  
2003-2010 Gordon J. Barnett Professor of Business Ethics

### **Tulane University, A. B. Freeman School of Business**

2001-2003 A. B. Freeman Distinguished Professor of Organizational Behavior  
1993-2001 Freeman Professor of Doctoral Studies and Research  
1988-1993 Professor of Organizational Behavior  
1988-1989 Associate Dean for Academic Administration  
1986-1988 Associate Professor of Organizational Behavior

### **Southern Methodist University**

1981-1986 Associate Professor of Psychology  
1975-1981 Assistant Professor of Psychology

### **Northwestern University**

1978-1979 Visiting Professor of Psychology (while on sabbatical from SMU)

## AWARDS AND HONORS:

2017-2020 Deputy Dean of the Fellows of the Academy of Management  
2017 Named UCF Pegasus Professor  
2016-2017 Research Incentive Award, University of Central Florida  
2016 Selected for membership in Scroll and Quill Society  
2014-2015 Excellence in Graduate Teaching Award, College of Business  
2014-2015 Excellence in Research Impact, College of Business  
2010-2011 Research Incentive Award, University of Central Florida  
2006 Named a Fellow of the Academy of Management  
2006 Excellence in Research Award, University of Central Florida  
2005 Distinguished Scientific Contributions Award from the Society of Industrial and Organizational Psychology (Division 14 of the American Psychological Association)  
2003 Elected to membership, Society of Organizational Behavior

2000	President's Certificate of Research, Senior Faculty Award, Tulane University
2000	Irving LaValle Research Award, Freeman Business School, Tulane University
1999	Outstanding Book Award ( <i>for Organizational Justice and Human Resource Management</i> ), International Association for Conflict Management
1998	Best Paper Award, OB Division, Academy of Management
1994	Fellow, Society of Personality and Social Psychology
1992	Academic-in-Residence, Entergy Corporation
1992	Goldring Institute International Fellow, Tulane University
1990	Fellow, Society of Industrial and Organizational Psychology
1990	Fellow, American Psychological Association
1989	Erich Sternberg Research Award, A. B. Freeman School of Business, Tulane University
1987	Teachers' Honor Roll, A. B. Freeman School of Business, Tulane University
1986	New Concept Award, OB division of Academy of Management
1985	Selected for Mellon Foundation Workshop on "Applications of Psychology to the Workplace," Rice University
1981	First Honorable Mention, Gordon Allport Intergroup Relations Prize competition
1978-1979	NSF Postdoctoral Fellow
1975	Election to Sigma Xi, research honorary
1974-1975	NICHHD Predoctoral Fellow
1971-1974	USPHS Predoctoral Fellow

## **BOOKS**

Folger, R., & Cropanzano, R.\* (1998). *Organizational justice and human resource management*. Thousand Oaks, CA: Sage.

***Outstanding Book Award, International Association for Conflict Management (1999)***

Greenberg, J., & Folger, R. (1988). *Controversial issues in social research methods*. New York: Springer-Verlag.

Folger, R. (Ed.) (1984). *The sense of injustice: Social psychological perspectives*. New York: Plenum.

## **ARTICLES AND BOOK CHAPTERS**

**\* denotes current or former student co-authors**

Shukla, J.\*, Bennett, R., Folger, R., & Kark, R. Disobeying the leader: Creative deviance as a mechanism between psychological ownership and social undermining. *Journal of Leadership and Organizational Studies*.

Folger, R., Stein, C.\*, & Andriese, N\*. (2023). Abduction and creative theorizing. In L. Magnini (Ed.), *Handbook of Abductive Cognition*. New York: Springer.

Folger, R., Taylor, R.\*, Morrison, H.\* (2022). Introducing the special issue on "Social Justice: Lessons Learned and Needed Research." *Social Justice Research*, 35, 1-6.

Folger, R., & Shukla, J.\* (2020). A fairness theory update. In E. Allan Lind (Ed.), *Social psychology and justice*. New York: Routledge.

Folger, R., & Whiting, S. W. (2020). HR research and practice from a deonance perspective. *Research in Personnel and Human Resources Management*, 38, 259-283.

- Locklear, L.\*, and Folger, R. (2020). Other-focused emotions in organizational research. To appear in L.-Q. Yang, R. S. Cropanzano, C. Daus, & V. A. M. Tur (Eds.), *Cambridge handbook on workplace affect* (pp. 452-267). Cambridge: Cambridge University Press.
- Posey, C., & Folger, R. (2020). An exploratory examination of organizational insiders' descriptive and normative perceptions of cyber-relevant rights and responsibilities. *Computers & Security*, 99, 1-20.
- Taylor, S. G., Folger, R., Vadera, A. K., Griffith, M. D.\*, & Letwin, C. R\*. (2019). Does having a bad boss make you more likely to be one yourself? *Harvard Business Review*.  
<https://hbr.org/2019/01/does-having-a-bad-boss-make-you-more-likely-to-be-one-yourself>
- Taylor, S. G., Griffith, M. D.\*, Vadera, A. K., Folger, R., & Letwin\*, C. R., (2019). Breaking the cycle of abusive supervision: How disidentification and moral identity help the trickle-down change course. *Journal of Applied Psychology*, 104, 164-182.
- Mitchell, M. S.\*, Baer, M. D., Ambrose, M. L., Folger, R., & Palmer, N. F. (2018). Cheating under pressure: A self-protection model of workplace cheating behavior. *Journal of Applied Psychology*, 103, 54-73.
- Folger, R., & Stein, C.\* (2017). Abduction 101: Reasoning processes to aid discovery. *Human Resource Management Review*, 27, 306-315.  
**Part of Special Issue on Inductive Research Approaches**
- Folger, R., & Stein, C.\* (2017). Deonance: Expanding the concept. In C. Moliner, R. Cropanzano & V. Martinez-Tur (Eds.) *Organizational justice: International perspectives and conceptual advances* (pp. 15-36). New York: Routledge.
- Priesmuth, M.\*, Mitchell, M. S.\*, & Folger, R. (2017). Third party reactions to workplace aggression. In N. A. Bowling & M. S. Hershcovis (Eds.), *Research and theory on workplace aggression* (pp. 156-185). Cambridge: Cambridge University Press.
- Rupp, D. E., Shapiro, D. L., Folger, R., Skarlicki, D. P., & Shao, R. (2017). A critical analysis of the conceptualization and measurement of organizational justice: Is it time for reassessment? *Academy of Management Annals*, 11, 919-959.
- Ganegoda, D.\*, Latham, G., & Folger, R. (2016). The effect of a consciously set and a primed goal on fair behavior. *Human Resource Management*, 55, 789-807.
- Lavelle, J. J., Folger, R., and Manegold, J. G. (2016). Delivering bad news: How procedural unfairness affects messengers' distancing and refusals. *Journal of Business Ethics*, 136, 43-55.
- Letwin, C. R.\*, Wo, X.\*, Folger, R., Rice, D.\*, Taylor, R.\*, Richard, B. M.\*, & Taylor, S. G. (2016). The "right" and the "good" in ethical leadership: Implications for supervisors' performance and promotability evaluations. *Journal of Business Ethics*, 137, 743-755.

- Mishra, P., Whiting, S., & Folger, R. (2016). Envy and injustice: Integration and ruminations. In R. Smith, M. Duffy, and U. Merlone (Eds.), *Envy at work and in organizations* (pp. 373-398). New York: Oxford University Press.
- Folger, R., Gilliland, S. W., & Bowen, D. E. (2015). The psychology of fairness. In K. Elsbach, D. C. Kayes, and A. Keys (Eds.), *Contemporary organizational behavior in action*. Upper Saddle River, NJ: Pearson Education.
- Folger, R., & Glerum, D. R.\* (2015). Justice and deonance: "You ought to be fair." In R. Cropanzano and M. Ambrose (Eds.), *The Oxford handbook of justice in the workplace* (pp. 331-350). New York: Oxford University Press.
- Ganegoda, D.\*, & Folger, R. (2015). Framing effects in justice perceptions: Prospect theory and counterfactuals. *Organizational Behavior and Human Decision Processes*, 126, 27-36.
- Mitchell, M. S.\*, Vogel, R. M., & Folger, R. (2015). Third parties' reactions to abusive supervision of coworkers. *Journal of Applied Psychology*, 100, 1040-1056.
- Folger, R., Johnson, M. A.\*, & Letwin, C. R.\* (2014). Evolving concepts of evolution: The case of shame and guilt. *Social and Personality Psychology Compass*, 8, 659-671.
- Mawritz, M. B.\*, Folger, R., & Latham, G. P. (2014). Supervisors' exceedingly difficult goals and abusive supervision: The mediating effects of hindrance stress, anger, and anxiety. *Journal of Organizational Behavior*, 35, 358-372.
- Priesemuth, M.\*, Schminke, M., Ambrose, M. L., & Folger, R. (2014). Abusive supervision climate: A multiple-mediation model of its impact on group outcomes. *Academy of Management Journal*, 57, 513-534.
- Folger, R., Ganegoda, D. B.\*, Rice, D. B.\*, Taylor, R.\*, & Wo, D. X. H\*. (2013). Bounded autonomy and behavioral ethics: Deonance and reactance as competing motives. *Human Relations*, 66, 905-924.
- Folger, R. (2013). Equity theory. In E. H. Kessler (Ed.) *Encyclopedia of Management Theory*. Thousand Oaks, CA: Sage.
- Folger, R. (2013). Fairness theory. In E. H. Kessler (Ed.), *Encyclopedia of Management Theory*. Thousand Oaks, CA: Sage.
- Umphress, E. E.\*, Simmons, A. L., Folger, R., Ren, R., & Bobocel, R. (2013). Observer reactions to interpersonal injustice: The roles of perpetrator intent and victim perception. *Journal of Organizational Behavior*, 34, 327-349.
- Mitchell, M. S.\*, Vogel, R. M., & Folger, R. (2012). Beyond the consequences to the victim: The impact of abusive supervision on third-party observers. In R. A. Giacalone & M. D. Promislo (Eds.), *Handbook of unethical work behavior: Implications for individual well-being* (pp. 23-43). Armonk, NY: M. E. Sharpe.
- Salvador, R.\*, Folger, R., & Priesemuth, M.\* (2012). Organizational apology and defense: Effects

of guilt and managerial status. *Journal of Managerial Issues*, 24, 124-139.

Folger, R. (2012). Business ethics. In R.J. Aldag (Ed.), *Organizational Behavior: The Marketing & Management collection*. London: Henry Stewart Talks Ltd. <http://hstalks.com/?t=MM1553312-Folger>

Folger, R. (2012). Deonance: Behavioral ethics and moral obligation. In D. De Cremer & A. Tenbrunsel (Eds.), *Behavioral business ethics: Shaping an emerging field* (pp. 123-142). New York: Taylor & Francis Group.

Folger, R. (2012). Moral resources. In K. Törnblom & A. Kazemi (Eds.), *Handbook of social resource theory: Theoretical extensions, empirical insights, and social applications, critical issues in social justice*. New York: SpringerScience +Business Media.

Markova, G.\*, & Folger, R. (2012). Every cloud has a silver lining: Positive effects of deviant coworkers. *Journal of Social Psychology*, 152, 586-612

Greenbaum, R. L.\*, Folger, R., & Ford, R. C. (2011). Moral contracts. In S. W. Gilliland, D. D. Steiner, and D. P. Skarlicki (Eds.) *Emerging perspectives on organizational justice and ethics* (pp. 191-221). Charlotte, NC: Information Age Publishing.

Nicklin, J. M., Greenbaum, R.\*, McNall, L., Folger, R., Williams, K. J. (2011). The importance of contextual variables when judging fairness: An examination of counterfactual thoughts and fairness theory. *Organizational Behavior and Human Decision Processes*, 114, 127-141.

Folger, R., & Cropanzano, R.\* (2010). Social hierarchies and the evolution of moral emotions. In M. Schminke, (Ed.), *Managerial ethics: Managing the psychology of morality*. (pp. 207-234). Mahwah, NJ: Lawrence Erlbaum Associates.

Folger, R., Ford, R. C., Bardes, M.\*, & Dickson, D. (2010). Triangle model of fairness: Investigating spillovers and reciprocal transfers. *Journal of Service Management*, 21, 515-530.

Folger, R., Pritchard, R., Greenbaum, R. L.\*, & Diaz, D. (2010). Research on corruption and unethical behavior in organizations: The use of conjoint-analysis. In R. J. Burke & C. L. Cooper (Eds.), *Research companion to corruption in organizations* (pp. 92-103). Edward Elgar, Publishers.

Piccolo, R. F., Greenbaum, R.\*, den Hartog, D. N., & Folger, R. (2010). The relationship between ethical leadership and core job characteristics. *Journal of Organizational Behavior*, 31, 259-278.

Tepper, B., Breauz, D. M., Carr, J. C., & Folger, R. (2010). An attributional analysis of employees' responses to abusive supervision. In L. Neider & C. Schriesheim (Eds.), *Research in management: The dark side* (Vol. 8). Charlotte, NC: Information Age Publishing.

Salvador, R.\*, & Folger, R. (2009). Business ethics and the brain. *Business Ethics Quarterly*, 19, 1-31.

Folger, R., & Salvador, R.\* (2008). Is management theory too "self-ish"? *Journal of Management*,

34, 1127-1151.

- Folger, R., & Skarlicki, D. P. (2008). The evolutionary basis of deontic justice. In S. Gilliland, D. Steiner, & D. Skarlicki (Eds.), *Research in social issues in management: Justice, morality, and social responsibility* (pp. 29 – 62). Greenwich CT: Information Age Publishing.
- Cropanzano, R.\*, Goldman, B., & Folger, R. (2005). Self-interest: Defining and understanding a human motive. *Journal of Organizational Behavior*, 26, 985-991
- Folger, R. (2005). The road to fairness and beyond. In K. G. Smith & M. A. Hitt (eds.), *Great minds in management: The process of theory development* (pp. 55-83). New York: Oxford University Press.
- Folger, R., Cropanzano, R.\*, & Goldman, B. (2005). What is the relationship between justice and morality? In J. Greenberg & J. A. Colquitt (Eds.), *Handbook of organizational justice* (pp. 215-245). Mahwah, NJ: Lawrence Erlbaum Associates.
- Folger, R., & Skarlicki, D. P. (2005). Beyond counterproductive work behavior: Moral emotions and deontic retaliation vs. reconciliation. In S. Fox and P. Spector (Eds.), *Counterproductive workplace behavior: An integration of both actor and recipient perspectives on causes and consequences* (pp. 83-105). Washington, DC: American Psychological Association Press.
- van den Bos, K., Burrows, J. W.\*, Umphress, E.\*, Folger, R., Lavelle, J. J., Eaglestone, J., & Gee, J.\* (2005). Prior experiences as temporal frames of reference: The influence of previous fairness experiences on reactions to new and old supervisors. *Social Justice Research*, 28, 99-120.
- Connelly, D. L., & Folger, R. (2004). Hidden bias: The effects of relational models on perceptions of fairness in human resource systems. In N. Haslam (Ed.), *Relational models theory: Advances and prospects*. Mahwah, NJ: Lawrence Erlbaum Associates.
- Folger, R., & Butz, R.\* (2004). Relational models, “deonance,” and moral antipathy toward the powerfully unjust. In N. Haslam (Ed.), *Relational models theory: A contemporary overview* (pp. 217-242). Mahwah, NJ: Lawrence Erlbaum Associates.
- Folger, R. (2004). Justice and employment: Moral retribution as a contra-subjugation tendency. In J. A-M. Coyle-Shapiro, L.M. Shore, M.S. Taylor, & L.E. Tetrick, (Eds.) *The employment relationship: Examining psychological and contextual perspectives*. Oxford, UK: Oxford University Press.
- Husted, B. W., & Folger, R. (2004) Fairness and transaction costs: The contribution of organization justice theory to an integrative model of economic organization. *Organization Science*, 15, 719-729.
- Skarlicki, D. P., & Folger R. (2004). Broadening our understanding of organizational retaliatory behavior. In R. W. Griffin & A. O’Leary-Kelly (Eds.), *The dark side of organizational behavior*. San Francisco, CA: Jossey-Bass.
- Skarlicki, D. P., & Folger R. (2004). When social accounts backfire: The exacerbating effects of a polite message or an apology on reactions to an unfair outcome. *Journal of Applied Social*

*Psychology*, 34, 322-341.

Aquino, K., Grover, S. L., Goldman, B., & Folger, R. (2003). When push doesn't come to shove: Interpersonal forgiveness in workplace relationships. *Journal of Management Inquiry*, 12, 209-216.

Brockner, J., Heuer, L., Magner, N., Folger, R., Umphress, E.\*, Van den Bos, K., Vermunt, R., Magner, M., Siegel, P. (2003). High procedural fairness heightens the effect of outcome favorability on self-evaluations: An attributional analysis. *Organizational Behavior and Human Decision Processes*, 91, 59-68.

Cropanzano, R.\*, Goldman, B., & Folger, R. (2003). Deontic justice: The role of moral principles in workplace fairness. *Journal of Organizational Behavior*, 24, 1019-1024.

Dietz, J.\*, Robinson, S. L., Folger, R., Baron, R. A., Schulz, M. (2003). The impact of societal violence and an organization's procedural justice climate on workplace aggression. *Academy of Management Journal*, 46, 317-326.

Folger, R., & Skarlicki, D. P. (2003). Introduction to special issue: Fairness and human resources management. *Human Resource Management Review*, 13, 1-5.

Folger, R., & Pugh, S. D.\* (2002). The just world and Winston Churchill: An approach/ avoidance conflict about psychological distance when harming victims. In M. Ross & D. T. Miller (Eds.), *The justice motive in social life: Essays in honor of Melvin Lerner* (pp. 168-186). Cambridge: Cambridge University Press.

Turillo, C. J.\*, Folger, R., Lavelle, J., Umphress, E.\*, & Gee, J.\* (2002). Is virtue its own reward? Self-sacrificial decisions for the sake of fairness. *Organizational Behavior and Human Decision Processes*, 89, 839-865.

Folger, R. (2001). Fairness as deonance. In S. W. Gilliland, D. D. Steiner & D. P. Skarlicki (Eds.), *Research in social issues in management* (pp. 3-31). Greenwich, CT: Information Age Publishers.

Folger, R., & Skarlicki, D. P. (2001). Fairness as a dependent variable: Why tough times can lead to bad management. In R. Cropanzano (Ed.), *Justice in the workplace: Vol. 2. From theory to practice* (pp. 97-118). Mahwah, NJ: Lawrence Erlbaum Associates.

Folger, R., and Cropanzano, R.\* (2001). Fairness theory: Justice as accountability. In J. Greenberg & R. Cropanzano (Eds.), *Advances in organizational justice* (pp. 1-55). Stanford: Stanford University Press.

Manigart, S., Korsgaard, M. A., Folger, R., Sapienza, H. J., & Baeyens, K. (2001). The impact of trust on private equity contracts. In W. D. Bygraves, E. Autio, C. G. Brush, P. Davidson, P. G. Green, P. D. Reynolds, & H. J., Sapienza, (Eds.), *Frontiers of entrepreneurship research 2001* (pp. 494-502). Babson Park, MA: Babson College.

Folger, R., & Kass, E.\* (2000). Social comparison and fairness: A counterfactual simulations perspective. In J. Suls & L. Wheeler (Eds.), *Handbook of social comparison: Theory and research* (pp. 423-441). New York: Kluwer Academic/Plenum.

Bowen, D.E., Gilliland, S.W., & Folger, R. (1999). HRM and service fairness: How being fair with employees spills over to customers. *Organizational Dynamics*, 27(3), 7-23.

**Reprinted in R. S. Schuler & S. E. Jackson (Eds.), (1999). *Strategic Human Resource Management* (pp. 264-281). Malden, MA: Blackwell**

**Reprinted in P. Frost, W. Nord, & L. Krefting (Eds.), (2002), *HRM Reality* (2<sup>nd</sup>. ed., pp. 280-296). Lutterworth, England: Pearson Books.**

Folger, R. (1999). Review of *Social justice in a diverse society* (Tyler, Boeckmann, Smith & Huo). *Administrative Science Quarterly*, 44, 839-842.

Folger, R., & Skarlicki, D. P. (1999). Unfairness and resistance to change: Hardship as mistreatment. *Journal of Organizational Change Management*, 12, 35-50.

Folger, R., & Turillo, C. J.\* (1999). Theorizing as the thickness of thin abstraction. *Academy of Management Review*, 24, 742-758.

**Part of 10<sup>th</sup> Anniversary Special Topic Forum on Theory Development**

Sapienza, H. J., Korsgaard, M. A., Folger, R., Sagera, C., & Zhang, C. (1999). A behavioral view of partnership formation in investor-entrepreneur dyads. In P. D. Reynolds, E. Autio, C. D. Brush, W. D. Bygrave, S. Manigart, H. J. Sapienza, & K. Shaver (Eds.), *Frontiers of Entrepreneurship Research, 1999* (p. 351). Babson, MA: Babson Center for Entrepreneurship.

Skarlicki, D. P., Folger, R., & Tesluk, P. (1999). Personality as a moderator in the relationship between fairness and retaliation. *Academy of Management Journal*, 42, 100-108.

Timmerman, T.\*, Wooten, K., & Folger, R. (1999). The use of personality and the five-factor model to predict new business ventures: From outplacement to start-up. *Journal of Vocational Behavior*, 54, 82-101.

Cortina, J., & Folger, R. (1998). When is it acceptable to accept the null hypothesis: No way, José? *Organizational Research Methods*, 1, 334-350.

Folger, R. (1998). Fairness as moral virtue. In M. Schminke (Ed.), *Managerial ethics: Morally managing people and processes* (pp. 13-34). Mahwah, NJ: Lawrence Erlbaum Associates.

Folger, R., Robinson, S. L., Dietz, J.\*, McLean-Parks, J., & Baron, R. A. (1998). When colleagues become violent: Employee threats and assaults as a function of societal violence and organizational injustice. *Academy of Management Best Paper Proceedings of the 58th Annual Meeting of the Academy of Management*.

**Best Paper Award, Organizational Behavior Division, Academy of Management**

Folger, R., & Skarlicki, D. P. (1998). A popcorn metaphor for workplace violence. In R. W. Griffin, A. O'Leary-Kelly, & J. Collins (Eds.), *Dysfunctional behavior in organizations, Vol. 1: Violent behaviors in organizations* (pp. 43-81). Greenwich, CT: JAI Press.

Folger, R., & Skarlicki, D. P. (1998). When tough times make tough bosses: Managerial distancing as a function of layoff blame. *Academy of Management Journal*, 41, 79-87.



- Bobocel, D.R., McCline, R.L.\*, & Folger, R. (1997). Letting them down gently: Conceptual advances in explaining controversial organizational policies. In C. L. Cooper & D. M. Rousseau (Eds.), *Trends in organizational behavior* (pp. 73-88). Sussex, England: Wiley & Sons.
- Folger, R. (1997). Distributive justice. In L. H. Peters, S. A. Youngblood, & C. R. Greer (Eds.), *The Blackwell dictionary of human resource management* (pp. 271-272). Malden, MA: Blackwell Publishers.  
**Also published as a 1998 entry in C. L. Cooper & C. Argyris (Eds.), The Concise Blackwell Encyclopedia of Management. Malden, MA: Blackwell Publishers**
- Folger, R. (1997). Procedural justice. In L. H. Peters, S. A. Youngblood, & C. R. Greer (Eds.), *The Blackwell dictionary of human resource management* (pp. 79-80). Malden, MA: Blackwell Publishers.  
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- Skarlicki, D. P., & Folger, R. (1997). Retaliation in the workplace: The roles of distributive, procedural, and interactional justice. *Journal of Applied Psychology*, 82, 434-443.
- Folger, R. (1996). Distributive and procedural justice: Multi-faceted meanings and interrelations. *Social Justice Research*, 9, 395-416.
- Folger, R., & Baron, R. A. (1996). Violence and hostility at work: A model of reactions to perceived injustice. In G. R. VandenBos & E. Q. Bulatao (Eds.), *Violence on the job: Identifying risks and developing solutions* (pp. 51-85). Washington, DC: American Psychological Association.
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- Cobb, A. T., Folger, R., & Wooten, K. C. (1995). The role justice plays in organizational change. *Public Administration Quarterly*, 19, 135-151.
- Cobb, A. T., Wooten, K. C., & Folger, R. (1995). Justice in the making: Toward understanding the theory and practice of justice in organizational change and development. In W. A. Pasmore & R. W. Woodman (Eds.), *Research in organizational change and development* (pp. 243-295). Greenwich, CT: JAI Press.
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- Im, J. H., Hartman, S. J., & Folger, R. (1995). Participation in American versus JIT systems: Is it the same? *The International Journal of Organizational Analysis*, 3, 138-155.
- Brockner, J., Konovsky, M. A., Cooper, R., Folger, R., Bies, R. J., & Martin, C.\* (1994). The interactive effects of procedural justice and outcome negativity on job loss victims and survivors. *Academy of Management Journal*, 37, 397-409.

- Browning, L. D., & Folger, R. (1994). Communication under conditions of litigation risk: A grounded theory of plausible deniability in the Iran Contra affair. In S. B. Sitkin & R. J. Bies (Eds.), *The legalistic organization* (pp. 251-280). Newbury Park, CA: Sage.
- Folger, R. (1994). A review of *Organizational justice: The search for fairness in the workplace*, by Blair H. Sheppard, Roy J. Lewicki, and John W. Minton. *Academy of Management Review*, 19, 152-155.
- Folger, R. (1994). Workplace justice and employee worth. *Social Justice Research*, 7, 1-16.
- Cobb, A. T., Folger, R., & Wooten, K. (1993). Establishing justice in times of organizational change. *Academy of Management Best Paper Proceedings of the 53rd Annual Meeting of the Academy of Management*, 191-195.
- Craig, K. M., O'Neal, E. C., Taylor, S. L., Yost, E. A., Langley, T., Riklef, R., Allgower, A., & Folger, R. (1993). Equity and derogation of those against whom we have aggressed. *Aggressive Behavior*, 19, 355-360.
- Folger, R. (1993). Justice, motivation, and performance beyond role requirements. *Employee Responsibilities and Rights Journal*, 6, 239-248.
- Folger, R. (1993). Reactions to mistreatment at work. In K. Murnighan (Ed.), *Social psychology in organizations: Advances in theory and research* (pp. 161-183). Englewood Cliffs, NJ: Prentice-Hall.
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- Folger, R., & Lewis, D.\* (1993). Self-appraisal and fairness in evaluations. In R. Cropanzano (Ed.), *Justice in the workplace: Approaching fairness in human resource management* (pp. 107-131). Hillsdale, NJ: Lawrence Erlbaum Associates.
- Monroy, T., & Folger, R. (1993). A typology of entrepreneurial styles: Beyond economic rationality. *Journal of Private Enterprise*, 9(2), 64-78.
- Brief, A. P. & Folger, R. (1992). The workplace and problem drinking as seen by two novices. *Alcoholism: Clinical and Experimental Research*, 16, 1-9.
- Folger, R. (1992). On wanting what we do not have. *Basic and Applied Social Psychology*, 13, 123-133.
- Folger, R., Konovsky, M. A., & Cropanzano, R\*. (1992). A due process metaphor of performance appraisal. In B. M. Staw & L. L. Cummings (Eds.), *Research in organizational behavior*, (pp. 129-177). Greenwich, CT: JAI Press.
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Folger, R. (1986). Mediation, arbitration, and the psychology of procedural justice. In R. J. Lewicki, B. H. Sheppard & M. H. Bazerman, (Eds.), *Research on negotiation in organizations* (Vol. 1, pp. 57-79). Greenwich, CT: JAI Press.

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Watson, D., Pennebaker, J., & Folger, R. (1986). Beyond negative affectivity: Measuring stress and satisfaction in the workplace. *Journal of Organizational Behavior Management*, 8(2), 141-157.

Folger, R., & Belew, J.\* (1985). Nonreactive measures in organizational settings: A focus for research on absenteeism and occupational stress. In L. L. Cummings & B. M. Staw (Eds.), *Research in organizational behavior* (Vol. 7, pp. 129-170). Greenwich, CT: JAI Press.

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**New Concept Award, Organizational Behavior Division, Academy of Management (1986)**

Folger, R. (1984). Emerging issues in the social psychology of justice. In R. Folger (Ed.), *The sense of injustice: Social psychological perspectives* (pp. 3-24). New York: Plenum.

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- Rosenfield, D., Greenberg, J.\*, Folger, R., & Borys, R.\* (1982). The effect of an encounter with a black panhandler on subsequent helping for blacks: Tokenism or confirming a negative stereotype? *Personality and Social Psychology Bulletin, 8*, 664-671.
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- Folger, R., Rosenfield, D., Grove, J.\*, & Corkran, L.\* (1979). Effects of "voice" and peer opinions on responses to inequity. *Journal of Personality and Social Psychology, 37*, 2243-2261.
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- Folger, R., Rosenfield, D., Hays, R. P.\*, & Grove, R.\* (1978). Justice versus justification effects on productivity: Reconciling equity and dissonance findings. *Organizational Behavior and Human Performance, 22*, 465-478.
- Hillard, J. R., & Folger, R. (1977). Patients' attitudes and attributions concerning electroconvulsive shock therapy. *Journal of Clinical Psychology, 33*, 855-861.
- Worchel, S., Andreoli, V. A., & Folger, R. (1977). Intergroup cooperation and intergroup attraction: The effect of previous interaction and outcome of combined effort. *Journal of Experimental Social Psychology, 36*, 556-564.
- Folger, R. (1977). Distributive and procedural justice: Combined impact of "voice" and improvement on experienced inequity. *Journal of Personality and Social Psychology, 35*, 108-119.
- Insko, C. A., Worchel, S., Folger, R., & Kutkus, A. (1975). A balance theory interpretation of dissonance. *Psychological Review, 82*, 169-183.
- Andreoli, V. A., Worchel, S., & Folger, R. (1974). Implied threat to behavioral freedom. *Journal of Personality and Social Psychology, 30*, 765-771.

### **Convention Presentations:**

- Folger, R. (2021). Panelist, *Bridging the Divide Between Rigorous Research and Relevance to Society, Policy-making and Practice*. Academy of Management (virtual, synchronous).
- Folger, R. (2019). Co-provocateur at the Annual Behavioral Ethics Pecha Kucha Springboard and Networking Session, Academy of Management, Boston, MA, August 10.
- Folger, R. (2018). *Facilitator*, Third Annual Behavioral Ethics Pecha Kucha Springboard and Networking Session, Academy of Management, Chicago, IL, August 11.
- Folger, R., Stein, C., & Whiting, S. (2017). *The ethics of business decision-making: Deontic defaults and override thresholds*. Poster at the national Meeting of the Society of Industrial and Organizational Society, Orlando, FL, April 24.
- Mitchell, M. S.\*, Baer, M. D., Ambrose, M. L., Folger, R., & Palmer, N. F. (2017). *Cheating Under Pressure: A Self-Protection Model of Workplace Cheating Behavior*. Presentation at the national meeting of the Academy of Management, Atlanta, GA, August 5-9.
- Folger, R. (2017). *Invited facilitator* for Professional Development Workshop, Behavioral Ethics Research: A Second Annual Pecha Kucha Springboard and Networking Session. National meeting of the Academy of Management, Atlanta, GA, August 5-9.
- Folger, R., Stein, C.\*, & Whiting, S. (2017). *The ethics of business decision-making: Deontic defaults and override thresholds*. Poster at the national Meeting of the Society of Industrial and Organizational Society, Orlando, FL, April 24.
- Folger, R. (2016). *Invited facilitator* for Professional Development Workshop, Organizational Behavior Research Incubator. National meeting of the Academy of Management, Anaheim, CA, August 5-9.
- Folger, R. (2016). *Invited facilitator* for Professional Development Workshop, Paving a Path for Behavioral Ethics Research: A Pecha Kucha Springboard and Networking Session. National meeting of the Academy of Management, Anaheim, CA, August 5-9.
- Griffith, M. D.\*, Taylor, S. G., Folger, R., Letwin, C. R.\*, & Vadera, A. K. (2016). *When the Trickle-Down Peters Out: Why Some Abused Supervisors "Reverse Course."* Presentation at the national meeting of the Academy of Management, Anaheim, CA, August 5-9.
- Folger, R. (2015). *Invited facilitator* for Professional Development Workshop, Organizational Behavior Research Incubator. National meeting of the Academy of Management, Vancouver, British Columbia, August 7-11.
- Folger, R. (2015). *Invited Keynote Presenter*, Then and now: Organizational justice. National meeting of the Academy of Management, August 7-11, Vancouver, British Columbia, Canada.
- Rice, D.\*, Folger, R., Taylor, S. G., Crossley, C. D., & Piccolo, R. F. (2015). *Too focused and too stressed: The backfiring effect of placing ethical leadership on the backburner.* Presentation at

the national meeting of the Academy of Management, Vancouver, British Columbia, August 7-11.

- Ganegoda, D.B.\*, Latham, G.P., & Folger, R. (2014). The effect of a primed and consciously set goal on fairness. In D.B. Whiteside & L.J. Barclay (Chairs), *New Insights into Antecedents, Boundary Conditions, and Processes Underlying Fair Behavior*, symposium at the national meeting of the Academy of Management, Philadelphia, PA, August 1-5.
- Letwin, C. R.\*, Wo, D. X. H.\*, Folger, R., Rice, D.\*, Taylor, R. M.\*, & Richard, B. M.\* (2014). *The "Right" and the "Good" in Ethical Leadership*. Presentation at the national meeting of the Academy of Management, Philadelphia, PA, August 1-5.
- Mitchell, M. S.\*, Baer, M. D., Ambrose, M. L., Folger, R., & Palmer, N. F. (2013). Unethical and self-interested behavior in organizations: Examining antecedents of workplace cheating. Part of M. S. Mitchell (Chair), *Showcase Symposium: Theoretical and Empirical Developments on Motives of (Un)ethical Decision Making and Behavior* at the national meeting of the Academy of Management, Orlando, FL, August 9-13.
- Priesemuth, M.\*, Schminke, M., & Ambrose, M. L. (2013). Abusive supervision climate: A multiple mediation model of its impact on group and individual outcomes. Part of E. Y. Zhao & K. A. Jehn (Chairs), *Showcase Symposium: Exploring the Darker Side of Leadership*, at the national meeting of the Academy of Management, Orlando, FL, August 9-13.
- Lavelle, J., & Folger, R. (2012). *"My Lips Are Sealed!": Exploring Silence, Voice, and Knowledge Hiding*. Presentation at the national meeting of the Society of Industrial and Organizational Psychology, April 26-28.
- Mitchell, M. S.\*, Vogel, R., & Folger, R. (2012). *Theoretical and Empirical Developments on Third-Party Observers' Reactions to Mistreatment*. Presentation at the national meeting of the Society of Industrial and Organizational Psychology, April 26-28.
- Salvador, R. O.\*, Folger, R., & Priesemuth, M.\*. (2012). *How Guilt and Managerial Status Influence Organizational Communication Following Failure*. Poster at the national meeting of the Society of Industrial and Organizational Psychology, April 26-28.
- Folger, R. (2011). *Behavioral Ethics and Autonomy/Restriction Tradeoffs*. Keynote Speaker presentation at the 2nd International Workshop on Insights in Organisational Justice and Behavioural Ethics, Birmingham, UK, June 27-28.
- Ganegoda, D.\* & Folger, R. (2011). *Fairness and Decision Risk: An Application of Prospect Theory to Organizational Justice*. Presentation at the national meeting of the Academy of Management Annual Meeting.
- Ganegoda, D.B., Latham, G.P., & Folger, R. (2011, April). *The Effect of Subconscious Goal Setting on Organizational Justice*. Paper presented at the annual meeting of the Society for Industrial and Organizational Psychology, Chicago, IL.
- Lavelle, J., & Folger, R. (2011). *Voice as a Multifaceted Construct: Differentiating Instrumental and Relational Facets*. Presentation at the national meeting of the Society of Industrial and Organizational Psychology, April 23.

- Folger, R. (2010) Chair: *The Darkside of Ethics*. Paper session at the national meeting of the Academy of Management Annual Meeting, Montreal, Canada, August 8-10.
- Mayer, D., Kosalka, T.\*, Moore, C., & Folger, R. (2010). *Why Are Followers of Ethical Leaders More Ethical? The Mediating Role of Moral Disengagement*. Presentation at the national meeting of the Academy of Management Annual Meeting, Montreal, Canada, August 8-10.
- Salvador, R. O\*., Folger, R., & Priesemuth, M.\* (2010). *I Feel Guilty...So We're Sorry*. Presentation at the national meeting of the Academy of Management Annual Meeting, Montreal, Canada, August 8-10.
- Greenbaum, R.\*, Folger, R. (2009). *Supervisors' Morally Questionable Expediency and Moral Psychological Contract Violations*. Presentation at the national meeting of the Academy of Management Annual Meeting, Chicago, IL, August 9-11.
- Salvador, R. O\*., Folger, R. (2009). *Organizational Forgiveness and Punishing Ethical Misconduct*. Presentation at the national meeting of the Society of Industrial and Organizational Psychology, New Orleans, LA, April 4.
- Folger, R. (2009). *Behavioral Ethics: A Deontic Perspective*. Presentation at the national meeting of the Society of Industrial and Organizational Psychology, New Orleans, LA, April 4.
- Folger, R., & Ford, R. (2009). *Fairness is a Three-Way Street*. Presentation at the national meeting of the Academy of Management, Chicago, IL, August 9-11.
- Folger, R. (2008). *SWOT Analysis of Organizational Justice: An Exercise in Critical Self-Assessment*. Session presentation at the national meeting of the Academy of Management, Anaheim, CA, August 8-13.
- Greenbaum, R. L.\*, & Folger, R. (2008). *Effects of Leader Bottom-Line Mentality and Rule-Breaking on Subordinate Outcomes*. Presentation at the national meeting of the Society of Industrial and Organizational Psychology, San Francisco, CA, April 10-12.
- Lavelle, J. J., & Folger, R. (2008). *Delivering Bad News: How One Form of Injustice Spawns Another*. Presentation at the national meeting of the Academy of Management, Anaheim, CA, August 8-13.
- Folger, R., & Markova, G.\* (2007). *Personal Experiences and Perceived Moral Intensity of Unethical Behavior*. Presentation at the national meeting of the Academy of Management, Philadelphia, PA, August 4-8.
- Folger, R. (2007). *The Doctrine of Self-Interest in Organizational Behavior*. Session Presenter at the national meeting of the Society of Industrial and Organizational Psychology, New York, NY.
- Greenbaum, R. L.\*, Folger, R., Pritchard, R. D., Diaz-Granados, D., Nakano, K. M., & Grossmann, H. (2007). *Unethical Behavior: What's the Cost?* Poster at the national meeting of the Society of Industrial and Organizational Psychology, New York, NY.
- Salvador, R. O\*., Greenbaum, R.\*, Bardes, M.\*, Porter, R. L.\*, Caldwell, J., Gresock, A. R.\*, &



- Folger, R. (2007). *Is It Your Company or Your Boss? Perceptions of Justice, Support, and Their Focus*. Presentation at the national meeting of the Academy of Management, Philadelphia, PA, August 4-8.
- Folger, R. (2006). *Behavioral Ethics Research Incubator*. Session organizer at the national meeting of the Academy of Management, Atlanta, GA, August 11-16.
- Folger, R. (2006). *Distinguished Scientific Contributions Award—Deonance: Toward a New Organizational Justice Paradigm*. Invited address at the national meeting of the Society of Industrial and Organizational Psychology, Dallas, TX, May 5-7.
- Folger, R. (2006). *Community of Interest: Justice*. Facilitator of session at the national meeting of the Society of Industrial and Organizational Psychology, Dallas, TX, May 5-7.
- Folger, R. (2006). *Taking Account of Measurement Issues Regarding Organizational Justice*. Session discussant at the national meeting of the Society of Industrial and Organizational Psychology, Dallas, TX, May 5-7.
- Folger, R., Markova, G.\*, Kuenzi, M., & Gray, R. (2006). *Consequences, Consensus, and Moral Intensity: Behaviors Rated in Source-Target Categories*. Presentation at the national meeting of the Academy of Management, Atlanta, GA, August 11-16.
- Markova, G.\*, Folger, R., & Kuenzi, M. L. (2006). *Explorations of Unethical Behavior in Organizations*. Poster at the national meeting of the Society of Industrial and Organizational Psychology, Dallas, TX, May 5-7.
- Phillips, T. N.\*, & Folger, R. (2006). *Conducting Sensitive Research: Goal Priming and the Unmatched Count Technique*. Presentation at the national meeting of the Academy of Management, Atlanta, GA, August 11-16.
- Folger, R. (2005). *Aloha! Procedural Justice in Organizations: Twenty Years after Folger and Greenberg (1985)*. Discussant at the national meeting of the Academy of Management, Honolulu, HI, August 5-10.
- Folger, R. (2005). *Justice and Conflict: The Transformation of Injustice in the Workplace*. Session participant at the national meeting of the Academy of Management, Honolulu, HI, August 5-10.
- Folger, R. (2005). *Behavioral Ethics and Organizations: New Initiatives*. Session organizer at the national meeting of the Academy of Management, Honolulu, HI, August 5-10.
- Folger, R., & Skarlicki, D. P. (2005). *Darwin, Domination, and Deonance: An Evolutionary Perspective on Third Parties' Reactions to Injustice*. Presentation at the national meeting of the Academy of Management, Honolulu, HI, August 5-10.
- Folger, R. (2005). *Junior Faculty Research Incubator on Power*. Presenter at the national meeting of the Academy of Management, Honolulu, HI, August 5-10.
- Barclay, L., Lavelle, J. J., Skarlicki, D. P., & Folger, R. (2004). *Repairing Violations of Justice: What*

- Managers Think Victims Want Versus What Victims Want.* Presentation at the national meeting of the Society of Industrial and Organizational Psychology, Chicago, IL, April 2-4.
- Folger, R. (2004). *Actionable Knowledge Gained from Theories of Workplace Deviance.* Session participant at the national meeting of the Academy of Management, New Orleans, LA, August 6-11.
- Folger, R. (2004). *Conducting Research in Organizational Justice: Visions for the Future.* Presenter at the national meeting of the Academy of Management, New Orleans, LA, August 6-11.
- Folger, R. (2004). *The Role of Status in Organizational Justice.* Session participant at the national meeting of the Academy of Management, New Orleans, LA, August 6-11.
- Folger, R., & Skarlicki, D. P. (2004). *Beyond Workplace Deviance: Deontic Justice as Moral Retaliation for Organizational Wrongdoing.* Presentation at the national meeting of the Academy of Management, New Orleans, LA, August 6-11.
- Folger, R. (2003). *Doctoral Consortium.* Presenter and facilitator at the national meeting of the Academy of Management, Seattle, WA, August 1-6.
- Folger, R. (2003). *Organizational Justice and Moral Emotions.* Presentation at the national meeting of the Academy of Management, Seattle, WA, August 1-6.
- Folger, R. (2002). *Destructive Leadership: Antecedents, manifestations, Attributions, and Outcomes.* National meeting of the Academy of Management, Denver, CO, August 11-14.
- Folger, R. (2002). *Third Party and Victim Reactions to Unfairness: Similar or Dissimilar—When, Why, and How?* Chair of session at the national meeting of the Academy of Management, Denver, CO, August 11-14.
- Lavelle, J. J., & Folger, R. (2001). *Does One Form of Injustice Spawn Another? Interactional Injustice as a Function of Procedural and Distributive Injustice.* Presentation at the national meeting of the Academy of Management, Washington, DC, August 3-8.
- Burrows, J. W.\*, & Folger, R. (2000). *Virtual swift trust: Behavioral effects in nationally heterogeneous dyadic teams.* Presentation at the national meeting of the Academy of Management, Toronto, Ontario, August 4-9.
- Connelley, D. L., & Folger, R. (2000). *Relational models, justice, and human resources systems in demographically diverse organizations.* Presentation at conference on Relational Models in the Disciplines, SUNY-Buffalo, May 20, 2000.
- Turillo, C. J., & Folger, R. (2000). *When virtue is its own reward: Self-sacrificial decisions for the sake of fairness.* Presentation at the national meeting of the Academy of Management, Toronto, Ontario, August 4-9.
- Folger, R. (1999). Facilitator of the *Shared Interest Track: The Importance of Procedural and Distributive Justice* at the annual national meeting of the Academy of Management, Chicago,

IL, August 6-11.

Folger, R. (1999). Panel member of the *OB/ODC/OMT Doctoral Consortium* at the annual national meeting of the Academy of Management, Chicago, IL, August 6-11.

Folger, R., Robinson, S. L., Dietz, J., McLean-Parks, J., & Baron, R. (1998). *When colleagues become violent: Employee threats and assaults as a function of societal violence and organizational injustice*. Presentation at the national meeting of the Academy of Management, San Diego, CA, August 9-12.

**Best paper in Organizational Behavior Division** (tie)

Cortina, J. M., & Folger, R. (1997, April). When is it acceptable to accept the null hypothesis: No way, José. In J. M. Cortina (Chair), *Fresh ideas in significance testing and model fit*. Symposium conducted at the meeting of the Society of Industrial/Organizational Psychology, St. Louis, MO.

Dietz, J.\*, Schmitt, B. J., Folger, R., Robinson, S. L., & Bullock, J. (1997, April). The effects of organizational injustice on deviant workplace behaviors: When employees do not comply with the company's waste reduction program. In G. Chao (Chair), *Counterproductive job performance and organizational dysfunction*. Symposium conducted at the meeting of the Society of Industrial/Organizational Psychology, St. Louis, MO.

Skarlicki, D. P., & Folger, R. (1997). *Civility in organizational downsizing: Antecedents and consequences of fairness in layoff practices*. Symposium panel at the national meeting of the Academy of Management, Boston, MA, August 8-13.

Folger, R. (1996). Chair of special Showcase Symposium, *Violence by disgruntled employees: Evidence on injustice and popcorn effects*. Held at the national meeting of the Academy of Management, Cincinnati, OH, August 9-14.

Folger, R. (1996). Discussant for *Being nasty or nice: How do people make the choice?* Symposium at national meeting of the Society of Industrial/Organizational Psychology, San Diego, CA, April 26-28.

Folger, R., Baron, R. A., & McLean-Parks, J. (1996). *Disgruntled employee attitudes and hostile behaviors in a large national organization*. Presentation at the national meeting of the Academy of Management, Cincinnati, OH, August 9-14.

Folger, R., McCline, R.\*, & Davison, H. K.\* (1996). *Managing the dark side of workplace behavior*. Presentation at national meeting of the Society of Industrial/Organizational Psychology, San Diego, CA, April 26-28.

Folger, R., & Skarlicki, D. P. (1996). *The Churchill effect: Shame versus guilt as influences on interpersonal sensitivity*. Presentation at national meeting of the Society of Industrial/Organizational Psychology, San Diego, CA, April 26-28.

Skarlicki, D., P. & Folger, R. (1996). *Does disposition moderate the effects of perceived injustice on workplace violence?* Presentation at the national meeting of the Academy of Management, Cincinnati, OH, August 9-14.

- Skarlicki, D. P., & Folger, R. (1996). *Getting even: Dysfunctional behavior and organizational retaliatory behavior*. Presentation at the national meeting of the Society of Industrial/Organizational Psychology, San Diego, CA, April 26-28.
- Folger, R. (1995). Symposium panel discussant in session on *Progress in Procedural Justice: Ten Years after Folger and Greenberg (1985)*. At the national meeting of the Academy of Management, Vancouver, Canada, August 6-9.
- Folger, R. (1995). *Unfairness at Work: Potential for Violence*. Invited paper given at the Southwestern Psychological Association annual convention meetings in San Antonio, Texas, April 13-15.
- Folger, R., & Skarlicki, D. P. (1995). *A "Popcorn" Model of Workplace Violence*. Presentation at the national meeting of the Academy of Management, Vancouver, Canada, August 6-9.
- Husted, B., & Folger, R. (1995). *Fairness and transaction costs: The organizational implications of conflict*. Poster at the Annual International Conference of the Strategic Management Society, Mexico City.
- Bowen, D. E., & Folger, R. (1994). *Justice in Employee-Customer Exchange*. Presentation at national meeting of the Society of Industrial/Organizational Psychology, Nashville, TN, April 8-10.
- Folger, R. (1994). Symposium panel discussant in session on *The Interactive Effects of Outcomes and Procedures on Reactions to a Decision: The Effects of What You Do Depend on How You Do It*. At the national meeting of the Academy of Management, Dallas, TX, August 14-17.
- Folger, R., McCline, R. L.\*, & McDannell, J. (1994). *What Makes You Think This Policy is Fair?* Presentation at the national meeting of the Academy of Management, Dallas, TX, August 14-17.
- Cobb, T., Folger, R., & Wooten, K. (1993). *Establishing Justice in Times of Organizational Change*. Presented at the national meeting of the Academy of Management, Atlanta, GA, August 8-11.
- Folger, R. (1993). Discussant for symposium on *Selection from the Applicant's Perspective: Justice and Employee Selection Procedures*, national annual meeting of the Society for Industrial and Organizational Psychology, Nashville, Tennessee, April 8-10.
- Folger, R. (1993). *The "Churchill Paradox" in Managing Hard Times*. Presented at the national meeting of the Academy of Management, Atlanta, GA, August 8-11.
- Folger, R. Discussant for session on *Drug Testing and Fairness* (J. Rosse, Chair) at the meeting of the Academy of Management, Las Vegas, NV, 1992.
- Folger, R. *Ethical Dimensions and Paradoxes Arising from Mass Layoff*. Presented at the meeting of the Society for the Advancement of Socio-Economics, Irvine, CA, March 27-29, 1992.

- Folger, R. Discussant for session on *Leadership Fairness* (T. Cobb, Chair) at the meeting of the Academy of Management, Las Vegas, 1992.
- Folger, R. Discussant for symposium on *What Contributes to Procedural Justice in Organizations? Refining our Understanding* at the national meeting of the Society for Industrial and Organizational Psychology, Montreal, May 1-3, 1992.
- Folger, R., Timmerman, T.\*, & Wooten, K. *Using Personality Data to Predict Entrepreneurship by Outplaced Executives*. Presented at the meeting of the Babson Entrepreneurship Research Conference, Fontainebleau, France, July, 1992.
- Folger, R. Justice as worth. Part of symposium on *Justice in the Workplace--Interpersonal Processes* at the Third International Conference of Social Justice Research: Contemporary Trends and Future Directions, Utrecht, The Netherlands, July 1-3, 1991.
- Folger, R. Justice, motivation, and performance beyond role requirements. Part of symposium on *The Role of Organizational Justice in Organizational Citizenship Behaviors* (D. Eskew, Chair) at the Academy of Management national meeting in Miami, August 11-15, 1991.
- Folger, R. Panel session presentation/discussion in "The authors meet the critics: Book reviews of *Justice in Organizations* by Sheppard, Lewicki, and Minton." Part of preconference session of the Conflict Management Division of the Academy of Management national meeting in Miami, August 11-15, 1991.
- Folger, R. *The Social Psychology of Entrepreneurship*. Presented at the Society of Experimental Social Psychology meetings, Columbus, Ohio, October 10-12, 1991.
- Folger, R., & Lewis, D.\* *Using Self-Appraisal to Enhance the Fairness of the Performance Appraisal Review*. Presented at the Society for Industrial and Organizational Psychology annual meeting, St. Louis, MO, May, 1991.
- Folger, R., Konovsky, M. A., & Brockner, J. *A Dual-Component View of Responses to Injustice*. Presented at the Academy of Management annual meeting, San Francisco, CA. 1990.
- Konovsky, M. A., Brockner, J., & Folger, R. The effects of procedural and distributive justice on victim and survivor layoff responses. Part of symposium on *The Role of Injustice in the Workplace* at the Society for Industrial and Organizational Psychology annual meeting in Miami, FL, April 20-22, 1990.
- Konovsky, M. A., & Folger, R. *The Effectiveness of Attributional Cues, Procedural Justice, and Social Accounts in Mitigating the Negative Consequences of Involuntary Job Loss*. Part of symposium at the Academy of Management annual meeting, Washington, DC, August 1989.
- Folger, R. Discussant on *Reactions to Injustice: Antecedents of Voice* at the Academy of Management annual meeting, Anaheim, CA, August 7-10, 1988.
- Folger, R. Justice as dignity. Discussion presented at the *Symposium on Theoretical Developments in Procedural Justice* at the American Psychological Association, Atlanta, GA, August 12-16, 1988.

Folger, R., & Cropanzano, R.\* Poster session paper on *Rectifying Injustice: Effects of the Change Agent* presented at the Society for Industrial and Organizational Psychology annual meeting in Dallas, TX, April 22-23, 1988.

Folger, R., Konovsky, M. A., & Cropanzano, R.\* Procedural justice in pay decisions based on performance appraisal. Part of symposium on *New Directions for Performance Appraisal Interview Research* at the Society for Industrial and Organizational Psychology annual meeting in Dallas, TX, April 22-23, 1988.

Folger, R., & Bies, R. J. In search of truth and justice in performance appraisal: A rights-based perspective. Part of a symposium on *And Justice for All: Taking Rights Seriously in the Workplace* (R. J. Bies & R. Folger, Chairs) at the annual meeting of the Academy of Management, New Orleans, August 9-12, 1987.

Folger, R. A referent cognitions model of organizational resentment. Part of a symposium on *Fairness is More than Equity* (R. Folger, Chair) at the meeting of the Society of Industrial-Organizational Psychology, Chicago, April 10-11, 1986.

Folger, R. Emotion, motivation, and injustice. Part of a symposium on *Moving Beyond Equity Theory: New Directions in Research on Justice in Organizations* (R. J. Bies, Chair) at the meeting of the Academy of Management, Chicago, August 11-13, 1986.

Folger, R., and Cropanzano, R.\* Test and trial performance appraisal metaphors. Part of a paper session on *Performance Evaluations* (V. Palacion & R. Taylor, Chairs) at the meeting of the Association of Human Resources Management and Organizational Behavior, New Orleans, LA, November 16-19, 1986.

Folger, R. Equity models: They ain't fair. Part of a symposium on *New Directions in Social Cognition* (R. Folger, Chair) at the meeting of the Society of Experimental Social Psychology, Chicago, October 23-25, 1985.

Folger, R., & Martin, C.\* Relative deprivation and referent cognitions: Distributive and procedural justice effects. Part of a symposium on *Procedural Justice* (J. Greenberg, Chair) at the meeting of the Midwestern Psychological Association, Chicago, May 4-6, 1985.

Folger, R. Process and outcome control in arbitration and mediation. Part of a symposium on *Procedure and Participation in Organizations* (E. A. Lind, Chair) at the meeting of the American Psychological Association, Toronto, Canada, August 24-28, 1984.

Greenberg, J., & Folger, R. *Procedural Justice, Participation, and the Fair Process Effect in Organizations*. Paper presented at the meeting of the Midwestern Psychological Association, Chicago, May, 1984.

Folger, R., Rosenfield, D., & Robinson, T.\* Relative deprivation, feasibility, and legitimacy. Part of a symposium on *When Is Unequal Unjust? The Victim Speaks* (J. Steil, Chair) at the meeting of the American Psychological Association, Washington, DC, August 23-27, 1982.

Folger, R. Discussant for a symposium on *The Psychology of Procedural Justice* (E. A. Lind, Chair) at

the meeting of the Southeastern Psychological Association, Washington, DC, March 26-29, 1980.

Folger, R., Dunkel-Schetter, C., & Beder, H. Suffering begets liking: Not always. In poster session on *Social Psychology* at the meeting of the American Psychological Association, Montreal, Canada, September 1-5, 1980.

Folger, R. The Adams model: Unfinished business. Part of a symposium on *Recent Developments in Interpersonal Justice Theory and Research* (J. Greenberg, Chair) at the meeting of the American Psychological Association, New York, NY, September 1-5, 1979.

Folger, R., Rosenfield, D., Hays, R. P.\*, & Grove, R.\* Choice, incentives, and productivity. Part of a paper session on *Equity and Theories of Distributive Justice* (R. C. Ziller, Chair) at the meeting of the American Psychological Association, San Francisco, CA, August 26-30, 1977.

Folger, R. Distributive justice and procedural justice. Part of a symposium on *Theoretical and Empirical Issues in the Study of Interpersonal Justice* (L. Walker, Chair) at the meeting of the American Psychological Association, Washington, D. C., September 3-7, 1976.

Folger, R. Effects of "voice" and improvement on experienced inequity. Part of a paper session on *Moral Behavior* (J. P. McKinney, Chair) at the meeting of the Eastern Psychological Association, Boston, MA, April 13-16, 1976.

Folger, R. *Reforms as Dilemmas: Alternatives to Relative Deprivation*. Topical discussion at the meeting of the Southeastern Psychological Association, Atlanta, GA, March 26-29, 1975.

Worchel, S., Andreoli, V. A., & Folger, R. Effect of fate of combined effort on reduction of intergroup hostility. Part of a paper session on *Group Processes* (J. Blascovich, Chair) at the meeting of the American Psychological Association, Chicago, IL, August 30-September 2, 1975.

Folger, R. A pragmatic approach to the teaching of statistics. Part of the *Symposium on the Teaching of Statistics* at the meeting of the Southeastern Psychological Association, Hollywood, FL, May 1-4, 1974.

### **Dissertations Chaired:**

Stein, C.

Ganegoda, D.

Letwin, C. R. (co-chair)

Rice, D.

Greenbaum, R.

Mawritz, M. B. (nee Bardes)

Salvador, R.

Markova, G.

Burrows, J.

Turillo, C. J.

Kass, E.

Timmerman, T.

McCline, R. L.

Lewis, D.

**Masters Theses Chaired:**

Martin, C.

Belew, J.

Rheume, K.

Corkran, L.

Breckinridge, E.

**Grants:**

"Referent Cognitions and Injustice: Tests of a Theory," National Science Foundation, 1985-1987 (\$61,899)

"The Social Psychology of Justice," National Science Foundation National Needs Award, 1978-1979 (\$13,200)

"Allocation Procedures, Task Enjoyment, and Performance," National Institute of Mental Health, 1977-1979 (\$6,859)

"Effects of Payment Conditions on Responses Concerning the Fairness of Pay," Southern Methodist University Institutional Seed Grant, 1976-1977 (\$5,944)

"Study of Low-Income Housing Residents," Carolina Population Center, 1973 (\$900)

**Professional Affiliations:**

Academy of Management (Divisions: Organizational Behavior, Research Methods)

Society of Industrial and Organizational Psychology

Society of Experimental Social Psychology

Society of Organizational Behavior

**Professional Activities:**

Academy of Management Council, member as representative of Organizational Behavior Division (2000-2001)

Deputy Dean, Fellows of the Academy of Management (2017-2020)

Executive Committee, representative-at-large, Organizational Behavior Division, Academy of Management (1998-2001)

Executive Committee, representative-at-large, Conflict Management Division, Academy of Management (1991-1992)

Editorial Board, Senior Editor (Ethics), *Oxford Research Encyclopedia of Business & Management* (2015-2019)

Editorial Board, *Academy of Management Review* (1997-2003)

Editorial Board, *Organizational Behavior and Human Decision Processes* (2001-2004)



Editorial Board, *Social Justice Research* (1988-present)

Editorial Board, *Journal of Organizational Behavior* (2000-2002)

Editorial Board, *Journal of Management* (1987-1989; 2005-present)

Editor, *Representative Research in Social Psychology* (1974-1975)

Periodic, ad hoc reviewing for journals that include *Academy of Management Journal*; *Academy of Management Review*; *Administrative Science Quarterly*; *Basic and Applied Social Psychology*; *Human Relations*; *Journal of Applied Psychology*; *Journal of Applied Social Psychology*; *Journal of Experimental Social Psychology*; *Journal of Management*; *Journal of Personality and Social Psychology*; *Occupational and Organizational Psychology*; *Organizational Behavior and Human Decision Processes*; *Personality and Social Psychology Bulletin*; *Psychological Bulletin*; *Psychological Review*; *Social Cognition*; *Social Psychology Quarterly*

Ad hoc reviewer for: National Science Foundation (Program in Social and Developmental Psychology, and Program in Law and Social Sciences); Social Sciences and Humanities Research Council of Canada; Academy of Management Convention

**Teaching** (selected areas):

Business Ethics; Action Skills for Managers; Organizational Behavior; Negotiation and Conflict Resolution; Research Methods in Human Resources Management (also various PhD topics seminars such as Research Methods and Behavioral Ethics)

**Miscellaneous:**

Keynote speaker at 2<sup>nd</sup> *International Workshop on Insights in Organisational Justice and Behavioural Ethics*. Aston Business School, Aston University, Birmingham, UK, June 27-28 2011.

Invited address to the International Association of Chiefs of Police on *Ethical Dimension of Leadership Curriculum*. Leadership in Police Organizations<sup>SM</sup> Partners Meeting, Clearwater Beach, FL, January 14-17, 2019.

Invited address to The Summit Group on *How to Be Fairly Ethical*. Annual Summit Group Meeting, Miami, FL, February 6-7, 2019.