

CURRICULUM VITA

Russell S. Cropanzano

November 1, 2025

Personal Information

Business Address: Leeds School of Business
995 Regent Drive
University of Colorado at Boulder
Boulder, CO 80309

Voice: (520) 237-2891

E-mail Address: russell.cropanzano@colorado.edu

ORCID ID: 0000-0002-2557-8402

Educational History

1. Louisiana State University, Baton Rouge, Louisiana

Major: Psychology
Degree: BA May, 1983

2. Southern Methodist University, Dallas, Texas

Major: Social and Organizational Psychology
Degree: MA May, 1985
Thesis Title: The Effects of Procedural Justice on Perceived Deprivation.

3. Purdue University, West Lafayette, Indiana

Major: Industrial and Organizational Psychology
Degree: PhD August, 1988
Dissertation Title: A Conceptual Analysis of Organizational Plans
Honors: Recipient of the David Ross Fellowship, 1988
Recipient of the Ernest J. McCormick Award, 1989

Professional Positions

1. Professor of Psychology, Colorado State University

August, 1988 – August, 2002

2. Professor of Management, University of Arizona
August, 2002 – August, 2012
3. Faculty Director, Executive MBA Program, Eller College of Management
2006 – 2008
4. Professor of Organizational Behavior, University of Colorado
August, 2012 – present
5. Chair, Management and Entrepreneurship Division, University of Colorado
August, 2012 – 2017
6. Chair, Organizational Leadership and Information Analytics Division, Leeds School of Business, University of Colorado, January, 2017 – December 2020

Membership in Professional Organizations

Academy of Management, Fellow
Association for Psychological Science, Charter Member and Fellow
Society for Industrial and Organizational Psychology, Fellow
Society for Organizational Behavior
Southern Management Association, Fellow

Professional Activities

1. Representative-at-Large for the Organizational Behavior Division of the Academy of Management. 2004 – 2007
2. Member of the 2002, 2003, and 2004 Distinguished Scientific Contribution Committee for the Society for Industrial and Organizational Psychology.
3. Reviewer for the Organizational Behavior Division for the 1993, 1994, 1998 and 2004 Academy of Management Meetings
4. Member of the Strategic Planning Committee for the 2003 Society for Industrial and Organizational Psychology Meetings
5. Member of the Program Committee for the 1998, 1999, 2000 and 2003 Society for Industrial and Organizational Psychology Meetings

6. Member of the Program Committee for the 1998 International Society for Social Justice Meetings
7. Member of the 2001 Flanagan Best Student Paper Award Committee for the Society for Industrial and Organizational Psychology
8. Reviewer for the Human Resource Management Division for the 1996 and 1997 Academy of Management Meetings
9. Reviewer for the Conflict Management Division for the 1993 Academy of Management Meetings

Honors and Awards

2024 – Distinguished Scientific Contribution Award. Society for Industrial and Organizational Psychology.

2022 - "Most Inspirational" Award at the 2022 Meeting of the European Academy of Management (EURAM).

2019 – William H. Baughn Faculty Service Award. Leeds School of Business, University of Colorado.

2018-2019 – Boulder Faculty Assembly Award for Excellence in Research and Creative Works

2014 – Ranked 24th on the *Organizational Dynamics* “Top 50 Most Requested List” for 2000-2014. The title of the article in question was *The Role of Psychological Well-Being in Job Performance*.

2013 – Inducted as a Fellow into the Academy of Management.

2013 – Appointed Graduate Faculty Scholar at the University of Central Florida

2012-2013 – Selected for and participated in the University of Colorado’s Excellence in Leadership Program (ELP)

2011 – Inducted as a Fellow into the Southern Management Association

2010 – Best Paper Award from *Journal of Management*

2009 – Inducted as a Fellow into the Association for Psychological Science

2009 – Emerald Literati Network: Award for Excellence

2008 – Best Paper Award from *Academy of Management Perspectives*

2007 – Graduate College Teaching and Mentoring Award. The University of Arizona

2006 – Distinguished Faculty Award (Executive MBA Program). Eller College of Management, University of Arizona

2003 – Recipient of the Brian Lesk Professorship in Management. Eller College of Management, University of Arizona

2001 – Most Quotable Reviewer for the *Journal of Management*

2000 – Outstanding Paper Award for *Consulting Psychology Journal*

2000 – Inducted as a Fellow of the Society for Industrial and Organizational Society (Division 14 of APA)

1999 – Outstanding Book Award for 1999 for the International Association for Conflict Management

1999 – Inducted into the Society for Organizational Behavior

1989 – Charter Member of American Psychological Society (APS)

1989 – Recipient of the Ernest J. McCormick Award for Outstanding Graduate Work in I/O Psychology

Editorial Activities

1. Member of the Senior Advisory Board for the *Journal of Business and Psychology* (2008–2012).
2. Senior Editor of the *Journal of Management* (2006 – 2008).
3. Associate Editor of *Social Justice Research* (2004 – 2006).
4. Co-edited special issues of *Journal of Occupational Psychology* (2000, Vol. 5, Issue 1), *Organizational Behavior and Human Decision Processes* (2002, Vol. 89, Issue 1), and *Human Relations* (2013, Vol. 66, Issue 7), *Journal of Business Ethics* (2016).

5. Editorial board member for *Academy of Management Journal* (2003-2004), *Journal of Applied Psychology* (1997-2005; 2008-2011), *Journal of Management* (2000-2005; 2008-present), *Journal of Personality and Social Psychology* (2001-2002), *Organizational Behavior and Human Decisions Processes* (1999-2004), and *Social Justice Research* (2003-2004).
6. Ad-hoc reviewer for *Academy of Management Journal*, *Academy of Management Review*, *Applied Psychology: An International Review*, *Basic and Applied Social Psychology*, *Educational and Psychological Measurement*, *Journal of Applied Psychology*, *Journal of Applied Social Psychology*, *Journal of Management*, *Journal of Organizational Behavior*, *Journal of Occupational Health Psychology*, *Journal of Personality and Social Psychology*, *International Journal of Selection and Assessment*, *Organizational Behavior and Human Decision Processes*, *Personnel Psychology*, *Personality and Social Psychology Bulletin*, *Psychological Bulletin*, *Social Justice Research*.

Publications/Presentations

Authored Books

- Cropanzano, R., Stein, J. H., & Nadisic, T. (2011). *Social justice and the experience of human emotion*. New York, NY: Taylor and Francis.
- Folger, R., & Cropanzano, R. (1998). *Organizational justice and human resource management*. Beverly Hills, CA: Sage. [1999 winner of the Outstanding Book Award from the International Association for Conflict Management.]

Edited Books

- M-R. Diehl, J. Coyle-Sapiro, & R. Cropanzano (Eds.) (in press). *Handbook of social exchange theory in organizations*. Cheltenham, UK: Edward Elgar Publishing.
- Yang, L-Q., Cropanzano, R., Daus, C., & Martínéz, V. (Eds.) (2020). *Cambridge handbook of workplace affect and emotion*. New York, NY: Cambridge University Press.
- Moliner, C., Cropanzano, R., & Martínez-Tur, V. (2017). (Eds.), *Organizational justice: International perspectives and conceptual advances*. London, UK: Psychology Press/Routledge.
- Cropanzano, R., & Ambrose, M. A. (2015). (Eds.). *The oxford handbook of justice in the workplace*. Oxford, UK: Oxford University Press.
- Cropanzano, R. (2001). (Ed.). *Justice in the workplace (Vol. 2): From theory to practice*. Mahwah, NJ: Erlbaum.

Greenberg, J., & Cropanzano, R. (2001). (Ed.). *Advances in organizational justice*. Stanford, CA: Stanford University Press.

Cropanzano, R., & Kacmar, M. K. (1995). (Eds.). *Organizational politics, justice, and support: Managing social climate at work*. Westport, CT: Greenwood Publishing Group.

Cropanzano, R. (1993). (Ed.). *Justice in the workplace: Approaching fairness in human resource management*. Hillsdale, NJ: Erlbaum.

Scholarly Articles

Moliner, A., Valls, V., Martínez-Tur, V., Cropanzano, R. (in press). Peer justice as a consequence of team faultlines: Climate level and strength. *Group and Organization Management*. <https://doi.org/10.1177/10596011241238492>

Kacmar, M., Allen, D., Cropanzano, R., Rupp, D. E., Connelly, B., Bauer, T. N., & Wright, P. (2025). The Journal of Management's 50th Reflections 2005-2023. *Journal of Management*, 51(1), 9-17. doi: 10.1177/01492063241300419

Cropanzano, R., Nadisic, T., Kirk, J. F., & Shankland, R. (2024). The relationship of overall justice to flourishing and job performance: The moderating role of materialism. *Social Justice Research*, 37(1), 1-24. <http://doi.org/10.1007/s11211-024-00430-4>

Estreder, Y., Álvarez, P., Martínez-Tur, V., Cropanzano, R., & Tomás, I. (2024). Peer justice and the individual. *Journal of Business and Psychology*, 39(1), 233-248. <https://doi.org/10.1007/s10869-023-09877-9>

Xu, X.-m., Cropanzano, R., McWha-Hermann, I., & Lu, C.-q. (2024). Multiple salary comparisons, distributive justice, and employee withdrawal. *Journal of Applied Psychology*, 109(10), 1533–1554. <https://doi.org/10.1037/apl0001184>

Cropanzano, R., & Lehman, M. (2023). What Henri Fayol couldn't know: Managing gig workers in the new economy. *Organizational Dynamics*, 52(4), 101010. <https://doi.org/10.1016/j.orgdyn.2023.101010>

Reed, R., Van Wagoner, H. P., Cropanzano, R., & Jennings, T. (2023). Assessing the efficacy of online learning in disparate business subjects: Lessons from distributed practice and social learning theory. *Journal of Management Education*, 47(5), 505-547. <https://doi.org/10.1177/10525629231178916>

- Cropanzano, R., Keplinger, K., Lambert, B. K., Caza, B., & Ashford, S. J. (2023). The organizational psychology of gig work: An integrative conceptual review. *Journal of Applied Psychology*, 108(3), 492–519. <https://doi.org/10.1037/apl0001029>
- Cropanzano, R., Skarlicki, D., Nadisic, T., Fortin, M., Van Wagoner, P., & Keplinger, K. (2022). When manager become Robin Hoods: A mixed method investigation. *Business Ethics Quarterly*, 32(2), 209-242. doi: 10.1017/beq.2021.16
- Li, A., Chiu, S.-c. (S.), Kong, D. T., Cropanzano, R., & Ho, C.-W. (2021). How CEOs respond to mortality salience during the COVID-19 pandemic: Integrating terror management theory with regulatory focus theory. *Journal of Applied Psychology*, 106(8), 1188–1201. <https://doi.org/10.1037/apl0000956>
- Li, A., Cropanzano, R., Butler, A., Shao, P., & Westman, M. (2021). Work–family crossover: A meta-analytic review. *International Journal of Stress Management*, 28(2), 89–104. <https://doi.org/10.1037/str0000225>
- Fortin, M., Cropanzano, R., Cugueró-Escofet, N., Nadisic, T., & Van Wagoner, H. (2020). How do people judge fairness in supervisor and peer relationships? Another assessment of the dimensions of justice. *Human Relations*, 73(12), 1632-1663. <https://doi.org/10.1177/001872671987549>
- Becker, W. J., Cropanzano, R., Van Wagoner, H. P., & Keplinger, K. (2018). Emotional labor within teams: Outcomes of individual and peer emotional labor of perceived team support, extra-role behavior, and turnover intentions. *Group and Organization Management*, 43(1), 38-71. <https://doi.org/10.1177/1059601117707608> [Included in the Editor’s Choice Collection.]
- Cropanzano, R., Massaro, S., & Becker, W. J. (2017). Deontic justice and organizational neuroscience. *Journal of Business Ethics*, 144(4), 733-754. <https://doi.org/10.1007/s10551-016-3056-3>
- Demerouti, E., & Cropanzano, R. (2017). The buffering role of sportsmanship on the effects of daily negative events. *European Journal of Work and Organizational Psychology*, 26(2), 263-274. <https://doi.org/10.1080/1359432X.2016.1257610>
- Huang, J. L., Cropanzano, R., Li, A., Shao, P., Zhang, X.-a., & Li, Y. (2017). Employee conscientiousness, agreeableness, and supervisor justice rule compliance: A three-study investigation. *Journal of Applied Psychology*, 102(11), 1564–1589. <https://doi.org/10.1037/apl0000248>

- Cropanzano, R., Anthony, E. L., Daniels, S. R., & Hall, A. V. (2017). Social exchange theory: A critical review with theoretical remedies. *Academy of Management Annals*, 11(1), 479-516. <https://doi.org/10.5465/annals.2015.0099>
- Cropanzano, R., Dasborough, M., & Weiss, H. M. (2017). Affective events and the development of leader-member exchange. *Academy of Management Review*, 42(2), 233-258. <https://doi.org/10.5465/amr.2014.0384>
- Li, A., Bagger, J., & Cropanzano, R. (2017). The impact of stereotypes and supervisor perceptions of employee work-family conflict on job performance ratings. *Human Relations*, 70(1), 119-145. <https://doi.org/10.1177/00187267166456>
- Fortin, M., Nadisic, T., Bell, C. M., Crawshaw, J. R., & Cropanzano, R. (2016). Beyond the particular and the universal: Dependence, independence, and interdependence of context, justice, and ethics. *Journal of Business Ethics*, 137(4), 639-647. <https://doi.org/10.1007/s10551-015-2823-x>
- Molina, A., Moliner, C., Martínez-Tur, V., Cropanzano, R., & Peiró, J. M. (2016). Validating justice climate and peer justice in a real work setting. *Journal of Work and Organizational Psychology*, 32(3), 191-205. <https://doi.org/10.1016/j.rpto.2016.09.002>
- Cropanzano, R., & Dasborough, M. (2015). Dynamic models of well-being: Implications of affective events theory for expanding current views on personality and climate. *European Journal of Work and Organizational Psychology*, 24(6), 844-847. <https://doi.org/10.1080/1359432X.2015.1072245>
- Molina, A., Moliner, C., Martínez-Tur, V., Cropanzano, R., & Peiró, J. M. (2015). Unit-level fairness and quality within the health care industry: A justice-quality model. *European Journal of Work and Organizational Psychology*, 24(4), 627-644. <https://doi.org/10.1080/1359432X.2014.960401>
- Van den Bos, K., Cropanzano, R., Kirk, J., Jasso, G., & Okimoto, T. G. (2015). Expanding the horizons of social justice research: Three essays on justice theory. *Social Justice Research*, 28(2), 229-246. <https://doi.org/10.1007/s11211-015-0237-7>
- Becker, W. J., & Cropanzano, R. (2015). Good acting requires a good cast: A meso-level model of deep acting in work teams. *Journal of Organizational Behavior*, 36(2), 232-249. <https://doi.org/10.1002/job.1978>
- Goldman, B., & Cropanzano, R. (2015). "Justice" and "fairness" are not the same thing. *Journal of Organizational Behavior*, 36(2), 313-318. <https://doi.org/10.1002/job.1956>

- Paddock, L., Ko, J., Cropanzano, R., Bagger, J., El Akremi, A., Camerman, J., Greguras, G. J., Moliner, C., Mladinic, A., Nam, K., Tornblom, K., & Van den Bos, K. (2015). Voice and culture: A prospect theory approach. *Journal of Behavioral Decision Making*, 28(2), 167-175. <https://doi.org/10.1002/bdm.1834>
- Li, A., Cropanzano, R., & Bagger, J. (2013). Justice climate and peer justice climate: A closer look. *Small Groups Research*, 44(5), 563-592. <https://doi.org/10.1177/1046496413498119>
- Crawshaw, J., Cropanzano, R., Bell, C., & Nadisic, T. (2013). Organizational justice and behavioural ethics. *Human Relations*, 66(7), 885-904. <https://doi.org/10.1177/0018726713485609>
- Cropanzano, R., & Becker, W. J. (2013). The promise and peril of organizational neuroscience: Today and tomorrow. *Journal of Management Inquiry*, 33(3), 306-310. <https://doi.org/10.1177/1056492613478518>
- Moliner, C., Martínez-Tur, V., Peiró, J. M., Ramos, J., & Cropanzano, R. (2013). Perceived reciprocity and well-being at work: Fairness or self-interest? *Stress and Health*, 29(1), 31-39. <https://doi.org/10.1002/smi.2421>
- Becker, W. J., & Cropanzano, R. (2011). Dynamic aspects of voluntary turnover: An integrated approach to curvilinearity in the performance–turnover relationship. *Journal of Applied Psychology*, 96(2), 233–246. <https://doi.org/10.1037/a0021223>
- Becker, W. J., Cropanzano, R., & Sanfey, A. G. (2011). Organizational neuroscience: Taking organizational theory inside the neural black box. *Journal of Management*, 37(4), 933-961. <https://doi.org/10.1177/0149206311398955> [Reprinted in the *Cognitive Social Science eJournal*, 3(38), April 25, 2011.]
- Cropanzano, R., Li, A., & Benson, L., III. (2011). Peer justice and teamwork processes. *Group and Organization Management*, 36(5), 567-576. <https://doi.org/10.1177/1059601111414561>
- Stein, J. H., & Cropanzano, R. (2011). Death awareness and organizational behavior. *Journal of Organizational Behavior*, 32(8), 1189-1193. <https://doi.org/10.1002/job.715>
- Stein, J. H., Steinley, D., & Cropanzano, R. (2011). How and why terrorism corrupts the consistency principle of organizational justice. *Journal of Organizational Behavior*, 32(7), 984-1007. <https://doi.org/10.1002/job.729>
- Becker, W. J., & Cropanzano, R. (2010). Organizational neuroscience: The promise and prospects of an emerging discipline. *Journal of Organizational Behavior*, 31(7), 1055-1059. <https://doi.org/10.1002/job.668>

- Cropanzano, R. (2009). Writing nonempirical articles for the *Journal of Management*: General thoughts and suggestions. *Journal of Management*, 35(6), 1304-1311.
<https://doi.org/10.1177/0149206309344118>
- Cropanzano, R., & Stein, J. H. (2009). Organizational justice and behavioral ethics: Promises and prospects. *Behavioral Ethics Quarterly*, 19(2), 193-233.
<https://www.jstor.org/stable/27673272>
- Li, A., & Cropanzano, R. (2009). Do East Asians respond more/less strongly to organizational justice than North Americans? *Journal of Management Studies*, 46(5), 787-805.
<https://doi.org/10.1111/j.1467-6486.2009.00825.x>
- Li, A., & Cropanzano, R. (2009). Fairness at the group level: Interunit and intraunit justice climate. *Journal of Management*, 35(3), 564-599.
<https://doi.org/10.1177/0149206308330>
- Wright, T. A., Cropanzano, R., & Bonett, D. G. (2009). The Role of Employee Psychological Well-being in cardiovascular health: When the twain shall meet. *Journal of Organizational Behavior*, 30(2), 193-208. <https://doi.org/10.1002/job.592>
- Cropanzano, R., Paddock, J., Rupp, D. E., Bagger, J., & Baldwin, A. (2008). How regulatory focus impacts the process-by-outcome interaction for perceived fairness and emotions. *Organizational Behavior and Human Decision Processes*, 105(1), 36-51.
<https://doi.org/10.1016/j.obhdp.2006.06.003>
- Goldman, B.M., Cropanzano, R., Stein, J.H., Shapiro, D.L., Thatcher, S., & Ko, J. (2008). The role of ideology in mediated disputes at work: A justice perspective. *International Journal of Conflict Management*, 19(3), 210-233. doi: 10.1108/10444060810875787 [Highly Commended Award Winner at the 2009 Emerald Literati Awards for Excellence]
- Moliner, C., Martínez-Tur, V., Peiró, J. M., Ramos, J., & Cropanzano, R. (2008). Organizational justice and extra-role customer service: The mediating role of well-being at work. *European Journal of Work and Organizational Psychology*, 17(3), 327-348.
<https://doi.org/10.1080/13594320701743616>
- Camerman, J., Cropanzano, R., & Vandenberghe, C. (2007). The benefits of justice for temporary workers. *Group and Organization Management*, 32(2), 176-207.
<https://doi.org/10.1177/1059601102287112>
- Cropanzano, R., Bowen, D. E., & Gilliland, S. W. (2007). The management of organizational justice. *Academy of Management Perspectives*, 21(4), 34-48.

<https://www.jstor.org/stable/27747410> [2008 winner of the Best Paper Award from *Academy of Management Perspectives*.]

- Reb, J., & Cropanzano, R. (2007). Evaluating dynamic performance: The influence of salient Gestalt characteristics on performance ratings. *Journal of Applied Psychology, 92*(2), 490–499. <https://doi.org/10.1037/0021-9010.92.2.490>
- Wright, T. A., Cropanzano, R., & Bonett, D. G. (2007). The moderating role of employee positive well being on the relation between job satisfaction and job performance. *Journal of Occupational Health Psychology, 12*(2), 93–104. <https://doi.org/10.1037/1076-8998.12.2.93>
- Elias, S. M., & Cropanzano, R. (2006). Gender discrimination may be worse than you think: Testing ordinal interactions in power research. *Journal of General Psychology, 133*(2), 117–130. <https://doi.org/10.3200/GENP.133.2.117-130>
- Reb, J., Goldman, B. M., Kray, L. J., & Cropanzano, R. (2006). Different wrongs, different remedies? Reactions to organizational remedies after procedural and interactional injustice. *Personnel Psychology, 59*(1), 31–64. <https://doi.org/10.1111/j.1744-6570.2006.00773.x>
- Bishop, J. W., Scott, K. D., Goldsby, M. G., & Cropanzano, R. (2005). A construct validity study of commitment and perceived support variables: A multi-foci approach across different team environments. *Group and Organization Management, 30*(2), 153–180. <https://doi.org/10.1177/1059601103255772>
- Cropanzano, R., Goldman, B. M., & Folger, R. (2005). Self-interest: Defining and understanding a human motive. *Journal of Organizational Behavior, 26*(8), 985–991. <https://doi.org/10.1002/job.353>
- Cropanzano, R., Slaughter, J. E., & Bachiochi, P. D. (2005). Organizational Justice and Black Applicants' Reactions to Affirmative Action. *Journal of Applied Psychology, 90*(6), 1168–1184. <https://doi.org/10.1037/0021-9010.90.6.1168>
- Cropanzano, R., & Mitchell, M. S. (2005). Social exchange theory: An interdisciplinary review. *Journal of Management, 31*(6), 874–900. <https://doi.org/10.1177/014920630527960> [In 2010 this article won the Best Paper Award from the *Journal of Management*.]
- Moliner, C., Martínez-Tur, V., Peiró, J. M., Ramos, J., & Cropanzano, R. (2005). Relationships between organizational justice and burnout at the work-unit level. *International Journal of Stress Management, 12*(2), 99–116. <https://doi.org/10.1037/1072-5245.12.2.99>

- Cropanzano, R., Chrobot – Mason, D., Rupp, D. E., & Prehar, C. A. (2004). Accountability for corporate injustice. *Human Resource Management Review*, 14(1), 107-133. <https://doi.org/10.1016/j.hrmr.2004.02.006>
- Goldman, B. M., Paddock, L., & Cropanzano, R. (2004). A transformational model of legal-claiming. *Journal of Managerial Issues*, XVI(4), 417-441. <https://www.jstor.org/stable/40604462> [In 2009 this article was chosen to be reprinted in the 20th Anniversary Issue of *Journal of Managerial Issues*, 21, 552-579. This was one of seven articles honored as the best for that journal in the previous 20 years.]
- Wright, T. A., & Cropanzano, R. (2004). The role of psychological well-being in job performance: A fresh look at an age-old quest. *Organizational Dynamics*, 33(4), 338-351. <https://doi.org/10.1016/j.orgdyn.2004.09.002>
- Wright, T. A., Cropanzano, R., & Meyer, D. G. (2004). State and trait correlates of job performance: A tale of two perspectives. *Journal of Business and Psychology*, 18(3), 365-383. <https://doi.org/10.1023/B:JOB.0000016708.22925.72>
- Ambrose, M. L., & Cropanzano, R. (2003). A longitudinal analysis of organizational fairness: An examination of reactions to tenure and promotion decisions. *Journal of Applied Psychology*, 88(2), 266–275. <https://doi.org/10.1037/0021-9010.88.2.266>
- Cropanzano, R., Goldman, B. M., & Folger, R. (2003). Deontic justice: The role of moral principles in workplace fairness. *Journal of Organizational Behavior*, 24(8), 1019–1024. <http://www.jstor.org/stable/4093752>
- Cropanzano, R., Rupp, D. E., & Byrne, Z. S. (2003). The relationship of emotional exhaustion to work attitudes, job performance, and organizational citizenship behaviors. *Journal of Applied Psychology*, 88(1), 160–169. <https://doi.org/10.1037/0021-9010.88.1.160>
- Cropanzano, R., Weiss, H. M., Hale, J. M. S., Reb, J. (2003). The structure of affect: Reconsidering the relationship between negative and positive affectivity. *Journal of Management*, 29(6), 831-857. [https://doi.org/10.1016/S0149-2063\(03\)00081-3](https://doi.org/10.1016/S0149-2063(03)00081-3)
- Cropanzano, R., & Wright, T. A. (2003). Procedural justice and organizational staffing: A tale of two paradigms. *Human Resource Management Review*, 13(1), 7-39. [https://doi.org/10.1016/S1053-4822\(02\)00097-9](https://doi.org/10.1016/S1053-4822(02)00097-9)
- Cropanzano, R., Prehar, C. A., & Chen, P. Y. (2002). Using social exchange theory to distinguish procedural from interactional justice. *Group and Organizational Management*, 27(3), 324–351. <https://doi.org/10.1177/1059601102027003002>

- Rupp, D. E., & Cropanzano, R. (2002). The mediating effects of social exchange relationships in predicting workplace outcomes from multifoci organizational justice. *Organizational Behavior and Human Decision Processes*, 89(1), 925-946. [https://doi.org/10.1016/S0749-5978\(02\)00036-5](https://doi.org/10.1016/S0749-5978(02)00036-5)
- Schminke, M., Cropanzano, R., & Rupp, D. E. (2002). Organization structure and fairness perceptions: The moderating effects of organizational level. *Organizational Behavior and Human Decision Processes*, 89(1), 881-905. [https://doi.org/10.1016/S0749-5978\(02\)00034-1](https://doi.org/10.1016/S0749-5978(02)00034-1)
- Wright, T. A., Cropanzano, R., Denney, P. J., & Moline, G. L. (2002). When a happy worker is a productive worker: A preliminary examination of three models. *Canadian Journal of Behavioural Science / Revue canadienne des sciences du comportement*, 34(3), 146–150. <https://doi.org/10.1037/h0087165>
- Cropanzano, R., & Byrne, Z. S. (2001). When it's time to stop writing policies: A procedural justice perspective. *Human Resource Management Review*, 11(1-2), 31-54. [https://doi.org/10.1016/S1053-4822\(00\)00039-5](https://doi.org/10.1016/S1053-4822(00)00039-5)
- Cropanzano, R., Byrne, Z. S., Bobocel, D. R., & Rupp, D. R. (2001). Moral virtues, fairness heuristics, social entities, and other denizens of organizational justice. *Journal of Vocational Behavior*, 58(2), 164-209. <https://doi.org/10.1006/jvbe.2001.1791>
- Cropanzano, R., Byrne, Z. S., Bobocel, D. R., & Rupp, D. R. (2001). Self-enhancement biases, laboratory experiments, Georg Wilhelm Friedrich Hegel and the increasingly crowded world of organizational justice. *Journal of Vocational Behavior*, 58(2), 260-272. <https://doi.org/10.1006/jvbe.2001.1798>
- Cropanzano, R., & Wright, T. A. (2001). When a "happy" worker is really a "productive" worker: A review and further refinement of the happy-productive worker thesis. *Consulting Psychology Journal: Practice and Research*, 53(3), 182–199. <https://doi.org/10.1037/1061-4087.53.3.182> [Reprinted in 2011; C. L. Cooper (Ed.), *Organizational health and Well-Being*. Thousand Oaks, CA: Sage.]
- Howes, J. C., Cropanzano, R., Grandey, A. A., & Mohler, C. J. (2000). Who is supporting whom? Quality team effectiveness and perceived organizational support. *Journal of Quality Management*, 5(2), 207-223. [https://doi.org/10.1016/S1084-8568\(01\)00021-9](https://doi.org/10.1016/S1084-8568(01)00021-9)
- Krehbiel, P. J., & Cropanzano, R. (2000). Procedural justice, outcome favorability, and emotion. *Social Justice Research*, 13(4), 337-358. <https://doi.org/10.1023/A:1007670909889>

- Schminke, M., Ambrose, M. L., & Cropanzano, R. S. (2000). The effect of organizational structure on perceptions of procedural fairness. *Journal of Applied Psychology, 85*(2), 294–304. <https://doi.org/10.1037/0021-9010.85.2.294>
- Wright, T. A., & Cropanzano, R. (2000). The role of organizational behavior in occupational health psychology: A view as we approach the millennium. *Journal of Occupational Health Psychology, 5*(1), 5–10. <https://doi.org/10.1037/1076-8998.5.1.5>
- Wright, T. A., & Cropanzano, R. (2000). Psychological well-being and job satisfaction as predictors of job performance. *Journal of Occupational Health Psychology, 5*(1), 84–94. <https://doi.org/10.1037/1076-8998.5.1.84>
- Cropanzano, R., Aguinis, H., Schminke, M., & Denham, D. L. (1999). Disputant reactions to managerial conflict resolution tactics: A Comparison among Argentina, the Dominican Republic, Mexico, and the United States. *Group and Organization Management, 24*(2), 124–154. <https://doi.org/10.1177/1059601199242002>
- Cropanzano, R., & Wright, T. A. (1999). A five-year study of the relationship between well-being and performance. *Journal of Consulting Psychology, 51*(4), 252–265. doi: 10.1037/1061-4087.51.4.252 [1999 winner of the Most Outstanding Article Award from the *Journal of Consulting Psychology*.]
- Grandey, A. A., & Cropanzano, R. (1999). The conservation of resources model applied to work–family conflict and strain. *Journal of Vocational Behavior, 54*(2), 350–370. <https://doi.org/10.1006/jvbe.1998.1666>
- James, K., Clark, K., & Cropanzano, R. (1999). Positive and negative creativity in-groups, institutions, and organizations: A model and theoretical extension. *Creativity Research Journal, 12*(3), 211–226. https://doi-org.colorado.idm.oclc.org/10.1207/s15326934crj1203_6
- Randall, M. L., Cropanzano, R., Bormann, C. A., & Birjulin, A. (1999). Organizational politics and organizational support as predictors of work attitudes, job performance, and organizational citizenship behaviors. *Journal of Organizational Behavior, 20*(2), 159–174. [https://doi.org/10.1002/\(SICI\)1099-1379\(199903\)20:2<159::AID-JOB881>3.0.CO;2-7](https://doi.org/10.1002/(SICI)1099-1379(199903)20:2<159::AID-JOB881>3.0.CO;2-7)
- Weiss, H. M., Suckow, K., & Cropanzano, R. (1999). Effects of justice conditions on discrete emotions. *Journal of Applied Psychology, 84*(5), 786–794. <https://doi.org/10.1037/0021-9010.84.5.786>

- Wright, T. A., & Cropanzano, R. (1998). Emotional exhaustion as a predictor of job performance and voluntary turnover. *Journal of Applied Psychology, 83*(3), 486–493. <https://doi.org/10.1037/0021-9010.83.3.486>
- Cropanzano, R., Howes, J. C., Grandey, A. A., & Toth, P. (1997). The relationship of organizational politics and support to work behaviors, attitudes, and stress. *Journal of Organizational Behavior, 18*(2), 159-180. [https://doi.org/10.1002/\(SICI\)1099-1379\(199703\)18:2<159::AID-JOB795>3.0.CO;2-D](https://doi.org/10.1002/(SICI)1099-1379(199703)18:2<159::AID-JOB795>3.0.CO;2-D)
- Clark, K., Bormann, C. A., Cropanzano, R., & James, K. (1996). Validation evidence for three coping measures. *Journal of Personality Assessment, 65*(3), 434-455. doi: 10.1207/s15327752jpa6503_5
- Folger, R., Cropanzano, R., Timmerman, T. A., Howes, J. C., & Mitchell, D. (1996). Elaborating procedural fairness: Justice becomes both simpler and more complex. *Personality and Social Psychology Bulletin, 22*(5), 435–441. <https://doi-org.colorado.idm.oclc.org/10.1177/0146167296225001>
- Cropanzano, R., Citera, M. A., & Howes, J. (1995). Goal hierarchies and plan revision. *Motivation and Emotion, 19*(2), 77-98. <https://doi.org/10.1007/BF02250564>
- Cropanzano, R., & Konovsky, M. A. (1995). Resolving the justice dilemma by improving the outcomes: The case of employee drug screening. *Journal of Business and Psychology, 10*(2), 221-244. <https://doi.org/10.1007/BF02249581> [Reprinted in 1996: *Journal of Business and Psychology, 11*, 239-264.]
- Cropanzano, R., & Randall, M. L. (1995). Advance notice as a means of reducing relative deprivation. *Social Justice Research, 8*(2), 217-238. <https://doi.org/10.1007/BF02334692>
- Cleveland, J. N., Cropanzano, R., Hautaluoma, J., Murphy, K. R., & Thornton, G. C., III. (1995). Industrial/Organizational Psychology Program, Colorado State University. *International Journal of Selection and Assessment, 3*(4), 242-244. <https://doi.org/10.1111/j.1468-2389.1995.tb00037.x> [Reprinted in 1996: *Bollettino di Psicologia Applicata, 43*, 68-70.]
- James, K., & Cropanzano, R. (1994). Dispositional group loyalty and individual action for the benefit of an ingroup: Experimental and correlational evidence. *Organizational Behavior and Human Decision Processes, 60*(2), 179-205. <https://doi.org/10.1006/obhd.1994.1080>
- James, K., Lovato, C., & Cropanzano, R. (1994). Correlational and known-group comparison validation of a workplace prejudice/discrimination inventory. *Journal of Applied Social Psychology, 24*(17), 1573-1592. <https://doi.org/10.1111/j.1559-1816.1994.tb01563.x>

- Cropanzano, R., James, K., & Konovsky, M. A. (1993). Dispositional affectivity as a predictor of work attitudes and job performance. *Journal of Organizational Behavior*, 14(6), 595-606. <https://doi.org/10.1002/job.4030140609>
- Cropanzano, R., & Baron, R. A. (1991). Injustice and organizational conflict: The moderating role of power restoration. *International Journal of Conflict Management*, 2(1), 5-26. <https://doi.org/10.1108/eb022691>
- Konovsky, M. A., & Cropanzano, R. (1991). The perceived fairness of employee drug testing as a predictor of employee attitudes and job performance. *Journal of Applied Psychology*, 76(5), 698-707. doi: 10.1037/0021-9010.76.5.698
- Cropanzano, R., & James, K. (1990). Some methodological considerations for the behavioral genetic analysis of work attitudes. *Journal of Applied Psychology*, 75(4), 433-439. <https://doi.org/10.1037/0021-9010.75.4.433>
- James, K., & Cropanzano, R. (1990). Focus of attention and locus of control as moderators of fraternal justice effects. *Social Justice Research*, 4(3), 169-185. <https://doi-org.colorado.idm.oclc.org/10.1007/BF01048396>
- Pennebaker, J. W., Czajka, J., Cropanzano, R., & Richards, B. (1990). Levels of thinking. *Personality and Social Psychology Bulletin*, 16(4), 743-757. <https://doi.org/10.1177/0146167290164014>
- Platt, S. G., Brantley, C. G., Cropanzano, R. S., & Hastings, R. W. (1990). A method for determining the size of nesting female alligators. *Wildlife Society Bulletin*, 18(3), 296-298. <https://www.jstor.org/stable/3782216>
- Cropanzano, R., & Folger, R. (1989). Referent cognitions and task decision autonomy: Beyond equity theory. *Journal of Applied Psychology*, 74(2), 293-299. <https://doi.org/10.1037/0021-9010.74.2.293>
- Konovsky, M. A., Folger, R., & Cropanzano, R. (1987). Relative effects of procedural and distributive justice on employee attitudes. *Representative Research in Social Psychology*, 17(1), 15-24.
- Larsen, R. J., Diener, E., & Cropanzano, R. S. (1987). Cognitive operations associated with individual differences in affect intensity. *Journal of Personality and Social Psychology*, 53(4), 767-774. <https://doi.org/10.1037/0022-3514.53.4.767>

Scholarly Chapters

- Cropanzano, R., Keping, K., Rivin, J. M., & Van Wagoner, H. P. (in press). The influence of artificial intelligence on workplace social exchange. In M-R. Diehl, J. Coyle-Sapiro, & R. Cropanzano (Eds.), *Handbook of social exchange theory in organizations*. Edward Elgar Publishing.
- Cropanzano, R. (2025). La justice c'est bien plus que ce que l'on croit [There's more to justice than meets the eye]. In T. Nadisic and T. Picq. (Eds.) *Les managers aussi vivent des injustices* (pp. 150-153). Dunod.
- Cropanzano, R. S., Strah, N., Rupp, D. E., & Cannon, J. A. (2023). Organisational justice: Revisiting Greenberg's pay inequity study. In N.K. Steffens, F.A. Rink, & M.K. Ryan (Eds.), *Organizational psychology: Revisiting the classic studies* (pp. 201-220). Sage.
- Eib, C., & Cropanzano, R. (2023). Organizational justice and mental health. In C. Cooper & A. Day (Eds.), *Mental health at work: How are we doing and where are we headed?* (pp. 341 – 371). Routledge.
- Cropanzano, R., Johnson, S. K., & Lambert, B. K. (2020). Leadership, affect, and emotion in work organizations. In L-Q. Yang, R. Cropanzano, C. Daus, & V. Martínéz (Eds.), *Cambridge handbook of workplace affect and emotion* (pp. 229-243). Cambridge University Press.
- Daus, C., Cropanzano, R., Yang, L-Q., & Martínéz, V. (2020). Emotions at work: From the “leaner years” to the “affective revolution.” In L-Q. Yang, R. Cropanzano, C. Daus, & V. Martínéz (Eds.) *Cambridge handbook of workplace affect and emotion* (pp. 3-14). Cambridge University Press.
- Yang, L-Q., Martínéz, V., Cropanzano, R., & Daus, C. (2020). Looking into the future: Integration of research on workplace affect. In L-Q. Yang, R. Cropanzano, C. Daus, & V. Martínéz (Eds.) *Cambridge handbook of workplace affect and emotion* (pp. 511-526) Cambridge University Press.
- Cropanzano, R., Ambrose, M. A., & Van Waggoner, H. P. (2019). *Organizational justice and workplace emotion*. In E. A. Lind (Ed.), *Social psychology and justice* (pp. 243-283). Routledge.
- Cropanzano, R., Rupp, D. E., Thornton, M. A., & Shao, R. (2018). Organizational justice and organizational citizenship. In P. M. Podsakoff, S. B. MacKenzie, & N. P. Podsakoff (Eds.), *The oxford handbook of organizational citizenship behavior* (pp. 255-284). Oxford University Press.
- Cropanzano, R., Anthony, E. L., Daniels, S. R., & Hall, A. V. (2017). Entity justice and entity injustice: A review and conceptual extension. In C. Moliner, R. Cropanzano, & V.

- Martínez-Tur (Eds.), *Organizational justice: International perspectives and conceptual advances* (pp. 207-243). Psychology Press/Routledge.
- Molina, A., Jakopiec, A., Cropanzano, R., & Moliner, C. (2017). The role of peer justice climate: What do we know and where can we go from here? In C. Moliner, R. Cropanzano, & V. Martínez-Tur (Eds.), *Organizational justice: International perspectives and conceptual advances* (pp. 87-106). Psychology Press/Routledge.
- Moliner, C., Martínez-Tur, V., & Cropanzano, R. (2017). Challenges for an organizational justice research agenda. In C. Moliner, R. Cropanzano, & V. Martínez-Tur (Eds.), *Organizational justice: International perspectives and conceptual advances* (pp. 1-12). Psychology Press/Routledge.
- Cropanzano, R., & Ambrose, M. A. (2015). Organizational justice: Where have we been and where are we going? In R. Cropanzano & M. A. Ambrose (Eds.), *The oxford handbook of justice in work organizations* (pp. 3-14). Oxford University Press.
- Cropanzano, R., Fortin, M., & Kirk, J. F. (2015). How do we know when we are treated fairly? Justice rules and fairness judgments. In M. R. Buckley, A. R. Wheeler, & J. R. B. Halbesleben (Eds.), *Research in Personnel and Human Resources Management* (Vol. 33, pp. 279-350). Emerald Publishing.
- Li, A., Cropanzano, R., & Molina A. (2015). Fairness at the unit level: Justice climate, justice climate strength, and peer justice. In R. Cropanzano & M. A. Ambrose (Eds.), *The oxford handbook of justice in work organizations* (137-164). Oxford University Press.
- Cropanzano, R., & Moliner, C. (2013). Hazards of justice: Egocentric bias, moral judgments, and revenge-seeking. In S. M. Elias (Ed.), *Deviant and criminal behavior in the workplace* (pp. 155-177). New York University Press.
- Cropanzano, R., Becker, W. J., & Feldman, J. (2012). The effects of moods and discrete emotions on negotiator behavior. In B. M. Goldman & D. L. Shapiro (Eds.), *The psychology of negotiations in the 21st century workplace: New challenges and new solutions* (pp. 141-178). Psychology Press/Routledge.
- Mitchell, M. S., Cropanzano, R., & Quisenberry, D. (2012). Social exchange theory, exchange resources and interpersonal relationships: A modest resolution of theoretical difficulties. In K. Tornblom & A. Kazemi (Eds.), *Handbook of social resource theory: Theoretical extensions, empirical insights, and social applications* (pp. 99-118). Springer.
- Becker, W. J., & Cropanzano, R. (2011). Display rules and emotional labor within work teams. In C. E. J. Härtel, N. M. Ashkanasy, & W. J. Zerbe (Eds.), *Research on emotion in organizations: What have we learned? Ten years on* (Vol. 7, pp. 151-166). Emerald.

- Cropanzano, R., & Wright, T.A. (2011). The impact of organizational justice on occupational health. In J. C. Quick & L. E. Tetrick (eds.), *Handbook of occupational health psychology* (pp. 205-219). American Psychological Association.
- Cropanzano, R., & Walumbwa, F. O. (2010). Moral leadership: A short primer on competing perspectives. In M. Schminke (Ed.) *Managerial ethics: Managing the psychology of morality* (pp. 21-52). Routledge/Psychology Press.
- Demerouti, E., & Cropanzano, R. (2010). From thought to action: Employee work engagement and job performance. In A. B. Bakker & M. P. Leiter (Eds.), *Work engagement: A handbook of essential theory and research* (pp. 147-163). Psychology Press.
- 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). Routledge/Psychology Press.
- Cropanzano, R., & Rupp, D. E. (2008). Social exchange theory and organizational justice: Job performance, citizenship behaviors, multiple foci, and a historical integration of two literatures. In S. W. Gilliland, D. P. Skarlicki, & D. D. Steiner (Eds.), *Research in social issues in management: Justice, morality, and social responsibility* (pp. 63-99). Information Age Publishing.
- Goldman, B., Cropanzano, R., Stein, J., & Benson, L., III. (2008). The role of third-parties/mediation in resolving conflict in organizations. In Gelfand, M. J. & De Dreu, C. K. W. (Eds.), *The psychology of conflict and conflict management in organizations* [SIOP Frontiers Series] (pp. 291-320). Lawrence Erlbaum.
- Cropanzano, R., Li, A., & James, K. (2007). Intraunit justice and interunit justice and the people who experience them. In F. Dansereau & F.J. Yammarino (Eds.), *Research in Multi-Level Issues* (Vol. 6, pp. 415-437). Elsevier.
- Cropanzano, R., Stein, J., & Goldman, B. M. (2007). Self-interest. In E. H. Kessler & J. R. Bailey (Eds.), *Handbook of organizational and managerial wisdom* (pp. 181-221). Sage Publications.
- Wright, T. M., & Cropanzano, R. (2007). The Happy/Productive Worker Thesis Revisited. In J. J. Martocchio (Ed.). *Research in personnel and human resources management* (Vol. 26, pp. 269-307). Elsevier.
- Bagger, J., Cropanzano, R., & Ko, J. (2006). La justice organisationnelle: Définitions, modèles et nouveau développements [Organizational justice: Definitions, models and new

- developments]. In A. El Akremi, S., Guerrero, & J. P. Neveu. (Eds.), *Comportement organisationnel: Justice organisationnelle, enjeux de carrière et épuisement professionnel [Organizational behavior and human resource management: Organizational justice, emotions and career difficulties]* (pp. 25-45). De Boeck.
- Cropanzano, R., & Li, A. (2006). Organizational politics and workplace stress. In E. Vigoda-Gabot & A. Drory (Eds.), *Handbook of organizational politics* (pp. 139-160). Edward-Elgar.
- Cropanzano, R. (2005). Workplace emotion: Where we've been, where we're going, and where we ought to be. In Hartel, C.E.J., Zerbe, W.J & Ashkanasy, N.M. (Eds.). *Emotions in organizational behavior* (pp. xi-xiv). Erlbaum.
- Cropanzano, R., Goldman, B., & Benson, L., III. (2005). Organizational justice. In J. Barling, K. Kelloway and M. Frone (Eds.) *Handbook of work stress* (pp. 63-87). CA: Sage.
- Folger, R., Cropanzano, R., & Goldman, B. (2005). What is the relationship between justice and morality? In J. Greenberg & J. Colquitt (Eds.), *Handbook of organizational justice* (pp. 215-245). Erlbaum.
- Cropanzano, R., Weiss, H. M., & Elias, S. M. (2004). The impact of display rules and emotional labor on psychological well-being at work. In P. L. Perrewé & D. C. Ganster (Eds.), *Research in occupational stress and well-being* (Vol. 3, pp. 45-89). Elsevier.
- Cropanzano, R., & Rupp, D. E. (2003). An overview of organizational justice: Implications for work motivation. In L. W. Porter, G. Bigley, & R. M. Steers (Eds.), *Motivation and work behavior* (7th Ed.). McGraw-Hill Irwin.
- Cropanzano, R., & Rupp, D. E. (2002). Some reflections on the morality of organizational justice. In S. Gilliland, D. Steiner, & D. Skarlicki (Eds.), *Emerging perspectives on managing organizational justice* (pp. 225-278). Informational Age Publishing.
- Byrne, Z. S., & Cropanzano, R. (2001). In R. Cropanzano (Ed.), *Justice in the Workplace (Vol. II): From theory to practice* (pp. 3-26). Erlbaum.
- Cropanzano, R., & Ambrose, M. L. (2001). Procedural and distributive justice are more similar than you think: A monistic perspective and a research agenda. In J. Greenberg & R. Cropanzano (Eds.), *Advances in organizational justice* (pp. 119-151). Stanford University Press.
- Cropanzano, R., & Prehar, C. A. (2001). Emerging justice concerns in an era of changing psychological contracts. In R. Cropanzano (Ed.), *Justice in the Workplace (Vol. II): From theory to practice* (pp. 245-269). Erlbaum.

- Cropanzano, R., Rupp, D. E., Mohler, C. J., & Schminke, M. (2001). Three roads to organizational justice. In J. Ferris (Ed.), *Research in personnel and human resources management* (Vol. 20, pp. 1-113). JAI Press.
- Cropanzano, R., & Schminke, M. (2001). Using social justice to build effective work groups. In M. Turner (Ed), *Groups at work: Advances in theory and research* (pp. 143-171). Erlbaum.
- Folger, R., & Cropanzano, R. (2001). Fairness theory: Justice as accountability. In J. Greenberg & R. Cropanzano (Eds.), *Advances in organizational justice* (pp. 1-55). Stanford University Press.
- Cropanzano, R., & Byrne, Z. S. (2000). Workplace justice and the dilemma of organizational citizenship. In M. VanVugt, T. Tyler, & A. Biel (Eds.), *Collective problems in modern society: Dilemmas and solutions* (pp. 142-161). Routledge.
- Cropanzano, R., Weiss, H. M., Suckow, K., & Grandey, A. A. (2000). Doing justice to workplace emotions. In N. Ashkanasy, C. Hartel, & W. Zerbe (Eds.), *Emotions at work* (pp. 49-62). Quorum Books.
- Cropanzano, R., & Grandey, A. A. (1998). If politics is a game, then what are the rules? Three suggestions for ethical managers. In M. Schminke (Ed.), *Managerial ethics: Morally managing of people and processes* (pp. 133-152). Erlbaum.
- Cropanzano, R., & Greenberg, J. (1997). Progress in organizational justice: Tunneling through the maze. In C. L. Cooper & I. T. Robertson (Eds.), *International review of industrial and organizational psychology* (pp. 317-372). John Wiley & Sons.
- James, K., Chen, D., & Cropanzano, R. (1996). Culture and leadership among Taiwanese and U.S. Workers: Do values influence leadership ideas? In M. N. Ruderman, M. W. Hughes-James, & S. E. Jackson (Eds.), *Selected research on work team diversity* (pp. 33-52). American Psychological Association/Center for Creative Leadership.
- Weiss, H. M., & Cropanzano, R. (1996). An affective events approach to job satisfaction. In B. M. Staw & L. L. Cummings (Eds.), *Research in organizational behavior* (Vol. 18, pp. 1-74). JAI Press.
- Howes, J. C., Citra, M. A., & Cropanzano, R. (1995). Total quality teams: How politics and support impact the effectiveness of quality improvement teams. In R. Cropanzano & M. K. Kacmar (Eds.), *Organizational politics, justice, and support: Managing social climate at work* (pp. 165-184). Greenwood Publishing Group.

- Cropanzano, R., Kacmar, M. K., & Bozeman, D. P. (1995). The social setting of work organizations: Politics, justice, and support. In R. Cropanzano & M. K. Kacmar (Eds.), *Organizational politics, justice, and support: Managing social climate at work* (pp. 1-18). Greenwood Publishing Group.
- Cropanzano, R., James, K., & Citera, M. A. (1993). A goal hierarchy model of personality, motivation, and leadership. In L. L. Cummings & B. M. Staw (Eds.), *Research in organizational behavior* (Vol. 15, pp. 267-322). JAI Press.
- Cropanzano, R., & Konovsky, M. A. (1993). Drug use and its implications for employee drug testing. In G. R. Ferris & K. M. Rowland (Eds.), *Research in personnel and human resources management* (Vol. 11, pp. 207-257). JAI Press.
- Cropanzano, R., & Randall, M. (1993). Justice in the workplace: A historical review. In R. Cropanzano (Ed.), *Justice in the workplace: Approaching fairness in human resource management* (pp. 3-20). Erlbaum.
- Konovsky, M. A., & Cropanzano, R. (1993). Justice considerations in employee drug testing. In R. Cropanzano (Ed.), *Justice in the workplace: Approaching fairness in human resource management* (pp. 171-192). Erlbaum.
- Folger, R., Konovsky, M., & Cropanzano, R. (1992). A due process model of performance appraisal. In B. M. Staw & L. L. Cummings (Eds.), *Research in organizational behavior* (Vol. 14, pp. 129-177). JAI Press.
- Cropanzano, R., & Folger, R. (1991). Procedural justice and worker motivation. In R. M. Steers & L. W. Porter (Eds.), *Motivation and work behavior* (5th Ed., pp. 131-143). McGraw-Hill.

Published Book Reviews

- Cropanzano, R. (2010). Review of: Predictably Irrational: The Hidden Forces that Share Out Decisions. *Journal of Behavioral Decision Making*, 23(3), 330-333. <https://doi.org/10.1002/bdm.673>
- Cropanzano, R. (2004). Review of: Game Theory at Work: How to use Game Theory to Outthink and Outmaneuver Your Competition. *Journal of Behavioral Decision Making*, 17(5), 409-410. <https://doi-org.colorado.idm.oclc.org/10.1002/bdm.484>
- Cropanzano, R. (1993). Review of: Organizational Change and Drug-Free Workplaces: Templates for Success. *Journal of Organizational Behavior*, 14(2), 197-200. <https://www.jstor.org/stable/2488038>

Encyclopedia Entries

- Cropanzano, R., & Ragaglia, R. (in press). The intersection between organizational politics and justice. In C. Rosen & E. Parker (Eds.), *Concise encyclopedia of organizational politics*. Edward Elgar.
- Cropanzano, R., Kirk, J. F., & Disorfanio, S. M. (2017). Organizational justice. In S. G. Rogelberg (Ed.), *Encyclopedia of Industrial/Organizational Psychology* (2nd Ed., pp. 1118-1122). Sage Publications.
- Cropanzano, R., & Molina, A. (2015). Organizational justice. In J. D. Wright (Editor-in-Chief), *International Encyclopedia of the Social and Behavioral Sciences* (pp. 379-384). Elsevier.
- Cropanzano, R., & Mitchell, M. S. (2013). Social exchange theory. In E. H. Kessler (Ed.), *Encyclopedia of management theory* (Vol. 2, pp. 722-727). Sage Publications.
- Stein, J. H., & Cropanzano, R. (2008). Organizational justice. In S. R. Clegg & J. R. Bailey (Eds.), *International encyclopedia of organization studies*. Sage Publications.
- Cropanzano, R., & Bagger, J. (2006). Organizational justice. In J. H. Greenhaus & G. A. Callanan (Eds.), *Encyclopedia of Careers and Career Development* (pp. 590 – 591). Sage Publications.
- Cropanzano, R., & Disorfanio, S. M. (2006). Organizational justice. In S. G. Rogelberg (Ed.), *Encyclopedia of Industrial/Organizational Psychology* (pp. 570-574). Sage Publications.
- Cropanzano, R., & Mitchell, M. S. (2006). Organizational justice. In S. G. Rogelberg (Ed.), *Encyclopedia of Industrial/Organizational Psychology* (pp. 733-735). Sage Publications. [Reprinted in the 2nd Ed. of the *Encyclopedia of Industrial/Organizational Psychology*]

Conference Proceedings and Other Professional Publications

- Nadise, T., Cropanzano, R., and Shankland, R. (2024, July). La justice au travail vous rend plus épanoui... sauf si vous êtes matérialiste! [*Justice at work makes you more fulfilled... unless you are materialistic!*] *The Conversation*, France, July 8th. <https://theconversation.com/la-justice-au-travail-vous-rend-plus-epanou-sauf-si-vous-etes-materialiste-232933>
- Hekman, D. R., Cropanzano, R., Chan, E., Kirk, J., & Lamb, M. (2022, August). How illegitimate pay inequality leads to worse performance via aggression and coworker devaluing. In *Academy of Management Proceedings* (Vol. 2022, No. 1, p. 15045). Academy of Management. <https://doi.org/10.5465/AMBPP.2022.15045abstract>

- Van Wagoner, H. P., Keplinger, K., Cropanzano, R., & Lambert, B. (2022, August). Psychology of solo: Good and bad days working in the gig economy and their effects on mental health. In K. Keplinger & H. P. Van Wagoner (Chairs), *Creating a better world through alternative employment relationships* [Symposium]. Academy of Management 82nd Annual Meeting. Seattle, WA. Published in the *Academy of Management Proceedings*.
<https://doi.org/10.5465/AMBPP.2022.15703symposium>
- Rivin, J. M., & Cropanzano, R. (2022, August). State epistemic curiosity in organizations. In *Academy of Management Proceedings* (Vol. 2022, No. 1, p. 11834). Academy of Management. <https://doi.org/10.5465/AMBPP.2022.11834abstract>
- Van Wagoner, P., Lambert, B., Rivin, J. M., & Cropanzano, R. (2021, August). Intimate partner violence. In *Academy of Management Proceedings* (Vol. 2021, No. 1, p. 11909). Academy of Management. <https://doi.org/10.5465/AMBPP.2021.11909abstract>
- Hekman, D. R., Johnson, S. K., Cropanzano, R., Kirk, J., Chan, E., & Lamb, M. (2016, August). How executive pay leads to racial and gender bias, aggression, and worse executive performance. *Academy of Management Best Paper Proceedings*. doi: 10.5465/AMBPP.2016.16584abstract.
- Cropanzano, R., Rupp, D. E., Thornton, M., & Shao, R. (2016, August). Organizational justice and organizational citizenship. *Academy of Management Best Paper Proceedings*. doi: 10.5465/AMBPP.2016.14716symposium
- Becker, W. J., Cropanzano, R., & Goldman, B. M. (2014, August). Subjective value during sequential negotiations: The mediating effect of anger. *Academy of Management Best Paper Proceedings*. doi: 10.5465/AMBPP.2014.82
- Cropanzano, R., Anthony, E. L., Daniels, S. R., & Hall, A. V. (2014, August). Another look at social exchange: Two dimensions of reciprocity. *Academy of Management Best Paper Proceedings*. doi: 10.5465/AMBPP.2014.10144abstract.
- Becker, W. J., & Cropanzano, R. (2012, July). Professional and personal consequences of subjective value during negotiation. In *Academy of Management Proceedings* (Vol. 2012, No. 1, p. 10740). Academy of Management.
<https://doi.org/10.5465/AMBPP.2012.13351abstract>
- Cropanzano, R., Li, A., Bagger, J., Thatcher, S. M., & Hauck, R. (2012, July). Responses to promotion rejection: A model of internal and external attribution incongruence. In *Academy of Management Proceedings* (Vol. 2012, No. 1, p. 10740). Academy of Management. <https://doi.org/10.5465/AMBPP.2012.10740abstract>

Bishop, J. W., Cropanzano, R. L., Scott, K. D., & Goldsby, M. G. (2002, November 6-9). How felt responsibility is predicted from support and commitment in work team environments. In M. Schnake and S. Barr (Eds.), *Proceedings of the Annual Meeting of the Southern Management Association*.

Cropanzano, R. (1997). Science, practice, and paradoxical nature of I/O. *The Industrial-Organizational Psychologist*, 35(1), 35-36.

Hyatt, D., Cropanzano, R., Finfer, L. A., Levy, P., Ruddy, T. M., Vandaveer, V., & Walker, S. (1997). Bridging the gap between academics and practice: Suggestions from the field. *The Industrial-Organizational Psychologist*, 35(1), 29-36.

Wright, T. A., & Cropanzano, R. (1997). Well-being, satisfaction and job performance: Another look at the happy/productive worker relationship. In L. N. Dosier & J. B. Keys (Eds.), *Academy of management: Best paper proceedings* (pp. 364-368). Statesboro, GA: Office of Publications and Faculty Research Services in the College of Business Administration at Georgia Southern University.

Cropanzano, R. (1996). When is it ethical to screen for addictive behaviors? *Employment Testing: Law & Policy Reporter*, 5, 181-186.

Cropanzano, R. (1994). The justice dilemma in employee selection: Some reflections on the trade-offs between fairness and validity. *The Industrial-Organizational Psychologist*, 31(3), 90-93.

Hautaluoma, J. E., Jobe, L., Donkersgoed, B., Suri, T., & Cropanzano, R. (1993). *Credit union boards and credit union effectiveness*. Filene Research Institute.

Papers Presented (Conference Presentations Published in Proceedings are Listed Above)

Cropanzano, R. (2025, July). *OB Division Junior Faculty Workshop* [Roundtable discussion]. Academy of Management 85th Annual Convention, Copenhagen, Denmark.

Cropanzano, R. (2025, July). *OB Division Roundtable Forum* [Roundtable discussion]. Academy of Management 85th Annual Convention, Copenhagen, Denmark.

Cropanzano, R. (2025, July). Discussant comments. In M-R. Diehl (Chair), *Social exchange theory: Novel directions and new opportunities* [Symposium]. Academy of Management 85th Annual Convention, Copenhagen, Denmark.

Cropanzano, R. (2025, April). *The effects of intimate partner violence on coworker mental health* [Paper presentation]. Society for Industrial and Organizational Psychology 40th Annual Convention. Denver, CO, United States.

- Cropanzano, R. (2025, April). *Gig work and the radical reconstruction of modern business* [Paper presentation]. Society for Industrial and Organizational Psychology 40th Annual Convention. Denver, CO, United States.
- Lehman, M., Cropanzano, R. S., Montealegre, R., & Kong, D. T. (2024, November). The future of work? How DAO contributors engage in uncertainty integration. In J. Cerecedo Lopez (Facilitator), *Seizing opportunities amid uncertainty: Innovation, efficiency, and the future of work* [Symposium]. Annual meeting of the Southern Management Association (SMA), San Antonio, TX.
- Cropanzano, R., & Lehman, M. (2024, June). Diversity concerns in decentralized autonomous organizations: A preliminary examination. In K. Keplinger (Chair), *Diversity in non-traditional settings: Setting the stage for the diverse worker* [Symposium]. Annual Meeting of the European Academy of Management. Bath, UK.
<https://conferences.euram.academy/2024conference/symposia/#toggle-id-5>
- Cropanzano, R., & Keplinger, K. (2022, June). *Looking through the Kuhnian lens: The structure of scientific misconduct and the four futures of management* [Paper presentation]. European Academy of Management Annual Meeting, Winterthur, Switzerland.
- Li, A., Chiu, S-C. S., Cropanzano, R., & Kong, T. (2021, September). *CEOs exhibited affiliation and achievement motives and investor reactions under high mortality salience* [Paper presentation]. Strategic Management Society 41st Annual Meeting, Toronto, ON, Canada.
- Rivin, J., Van Wagoner, H. P., Cropanzano, R., & Lambert, B. (2021, August). *The spillover effects of abuse at work: Intimidate partner violence and coworker mental health* [Paper presentation]. Academy of Management 81st Annual Meeting, Online Conference.
- Lambert, B., Keplinger, K., & Cropanzano, R. (2018, August). A mixed bag: Advantages of disadvantages of the gig economy for workers. In K. Keplinger & B. Lambert (Chairs), *Improving the lives of gig workers: Navigating ups and downs of the gig economy* [Symposium]. Academy of Management 78th Annual Meeting, Chicago, IL, United States.
- Cropanzano, R., Nadisic, T., Kirk, J. & Shankland, R. (2017, April). Overall justice, well-being, and job performance. In M. Gonzalez (Chair), *Viva la affective revolution! Using affect to understand organizational behavior* [Symposium]. Society for Industrial and Organizational Psychology Annual Meeting, Orlando, FL, United States.
- Cropanzano, R., Nadisic, T., Kirk, J. & Shankland, R. (2016, May). *The relationship of justice to well-being and job performance: The moderating role of status valuing* [Paper

- presentation]. Workshop on Research Advances in Organizational Behavior and Human Resources Management. Paris, France.
- Li, A., Cropanzano, R., & Shao, P. (2016, April). Personality and justice: A meta-analysis and an empirical study. In S. G. Roach (Chair), *New roles for individual differences in organizational justice research* [Symposium]. Society for Industrial and Organizational Psychology Annual Meeting, Anaheim, CA, United States.
- Hillebrandt, A., Barclay, L. J., & Cropanzano, R. (2015, August). The interpersonal effects of incidental emotions in negotiations. In A. Hillebrandt & L. J. Barclay (Chairs), *Interpersonal influences of emotions in the workplace: New directions in theory and research* [Symposium]. Academy of Management 75th Annual Meeting, Vancouver, BC, Canada.
- Li, A., Bagger, J., & Cropanzano, R. (2015, June). *The gender penalty: How stereotypes of work-family conflict impact job performance ratings* [Paper presentation]. Organizational Justice and Behavioral Ethics Research Group 2nd Biannual Meeting, Edinburgh, UK, United States.
- Moliner, C., Molina, A., Cropanzano, R., Martínez-Tur, V. (2015, June). *An intergroup justice model for enhancing quality of life: the role of conflict management strategies and intergroup trust* [Paper presentation]. Organizational Justice and Behavioral Ethics Research Group 2nd Biannual Meeting, Edinburgh, UK.
- Goldman, B., & Cropanzano, R. (2014, July). *"Justice" and "fairness" are not the same thing* [Paper presentation]. International Association for Conflict Management Annual Meeting, Leiden, the Netherlands.
- Cropanzano, R. (2014, June). *The mind, the body, and the evolution of human virtue* [Paper presentation]. International Society for Justice Research Annual Meeting, New York, NY, United States.
- Fortin, M., Cropanzano, R., Cugueró-Escofet, N., & Nadisic, T. (2014, June). *Justice rules and fairness judgments in relation to peers and supervisors* [Paper presentation]. International Society for Justice Research Annual Meeting, New York, NY, United States.
- Molina, A., Moliner, C., Martínez-Tur, V., Peiró, J. M., & Cropanzano, R. (2014, June). *Fairness and performance at the unit level: The mediating role of service climate* [Paper presentation]. European Academy Management (EURAM) Annual Meeting, Valencia, Spain.

- Demerouti, E., & Cropanzano, R. (2013, November). *Daily negative work events and work engagement: The moderating role of sportsmanship* [Paper presentation]. Southern Management Association Annual Meeting, New Orleans, LA, United States.
- Cropanzano, R. (2013, September). *Building fair work teams through effective leadership* [Paper presentation]. Front Range Management Research Seminar Biannual Meeting, Denver, CO, United States.
- Skarlicki, D., Nadisic, T., Cropanzano, R., & Fortin, M. (2013, August). Managers as modern day Robin Hoods. In D. X. H. Wo (Chair), *The other side of justice: The influence of third parties on individuals' justice experiences* [Symposium]. Academy of Management 73rd Annual Meeting, Orlando, FL, United States.
- Cropanzano, R. (2012, October – November). *7 effective habits of successful (research) academics* [Paper presentation]. Southern Management Association Annual Meeting, Ft. Lauderdale, FL, United States.
- Cropanzano, R., Becker, W. J., & Goldman, B. (2012, October – November). *Professional and personal consequences of subjective value: Affect, performance, and burnout during sequential negotiations* [Paper presentation]. Annual Meeting of the Southern Management Association Annual Meeting, Ft. Lauderdale, FL, United States.
- Cropanzano, R., Li, A., Bagger, J., Thatcher, S. M. B., & Hauck, R. V. (2012, August). *Responses to promotion rejection: A model of internal and external attribution incongruence* [Paper presentation]. Academy of Management 72nd Annual Meeting, Boston, MA, United States.
- Cropanzano, R., Goldman, B. M., & Siegel, J. L. (2011, October). *Extending the EASI model of negotiation: The role of complementary emotions* [Paper presentation]. Meeting of the Society for Organizational Behavior Annual Meeting, Athens, GA, United States.
- Becker, W. J., & Cropanzano, R. (2011, April). *Display rule deviance and emotional labor in work teams* [Paper presentation]. Society for Industrial and Organizational Psychology Annual Meeting, Chicago, IL, United States.
- Cropanzano, R., Li, A., & Benson, K., III. (2011, July). *Peer justice and teamwork processes* [Paper presentation]. Organisational Justice and Behavioural Ethics 1st Biannual Meeting, University of Aston, Birmingham, UK, United States.
- Cropanzano, R. (2010, October). *Behavioral ethics: Where the research is now and where it needs to go* [Panel participant]. Southern Management Association Annual Meeting, St. Pete's Beach, FL, United States.

- Becker, W. J., & Cropanzano, R. (2010, August). *Shared display rules and emotional labor in work teams*. (2010) [Paper presentation]. Conference on Emotions and Worklife 7th Annual Meeting, Montréal, Québec, Canada.
- Cropanzano, R. (2010, August). How leaders promote justice – and when they sometimes don't. Discussant's comments for E. P. Karam & J. D. Nahrgang (Chair), *Dare to be fair: How leaders influence fairness and justice in the workplace* [Symposium]. Academy of Management 70th Annual Meeting, Montréal, Québec, Canada.
- Becker, W. J. & Cropanzano, R. (2009, November). *Organizational neuroscience: Shaping the decision landscape*. Society for Judgment and Decision Making Annual Meeting, Boston, MA, United States.
- Becker, W. J., & Cropanzano, R. (2009, August). *Dynamic curvilinearity in voluntary turnover* [Paper presentation]. Academy of Management 69th Annual Meeting, Chicago, IL, United States.
- Cropanzano, R., & Stein, J. (2009, July). *Behavioral ethics and workplace fairness* [Paper presentation]. International Roundtable on Justice and Behavioral Ethics 1st Biannual Meeting. EMLYON Business School, Lyon, France.
- Cropanzano, R., & Stein, J. (2008, June). *Organizational justice and behavioral ethics: Promises and prospects* [Paper presentation]. International Roundtable on Organizational Justice 4th Biannual Meeting, Católica University, Lisbon, Portugal.
- Li, A., & Cropanzano, R. (2008, August). *A model of intraunit justice climate and team effectiveness* [Paper presentation]. Academy of Management 68th Annual Meeting, Pasadena, CA, United States.
- Li, A., Cropanzano, R., & Benson, L. (2007, August). *Intraunit justice climate: Explication and validation of a new construct* [Paper presentation]. Academy of Management 67th Annual Meeting, Philadelphia, PA, United States.
- Cropanzano, R., & Rupp, D. (2006, October). *Multi-Foci Justice: Individual-level and unit-level approaches* [Paper presentation]. International Justice Roundtable on Organizational Justice 4th Biannual Meeting, University of Arizona, Tucson, AZ, United States.
- Cropanzano, R. (2005, August). *Three things I learned about organizational behavior from studying procedural justice* [Paper presentation]. Academy of Management 65th Annual Meeting, Honolulu, HI, United States.

- Goldman, B. M., Shapiro, D. L., Cropanzano, R., Ko, J., & Thatcher, S. M. (2005, August). *The role of morality in mediated disputes at work: A justice perspective* [Paper presentation]. Academy of Management 65th Annual Meeting, Honolulu, HI, United States.
- Li, A., Bagger, J., & Cropanzano, R. (2005, August). *Culture and organizational justice: A meta-analysis* [Paper presentation]. Academy of Management 65th Annual Meeting, Honolulu, HI, United States.
- Ko, J., Gutek, B. A., & Cropanzano, R. S. (2005, April). *Hours spent in work-family activities and WIF/FIW* [Paper presentation]. Society for Industrial and Organizational Psychology Annual Meeting, Los Angeles, CA, United States.
- Ko, J., Paddock, L., Van den Bos, K., Greguras, G. J., Nam, K., El Akremi, A., Camerman, J., Morliner, C., Mladinic, A., Tornblom, K., Bagger, J., Cropanzano, R. S. (2005, April). *Retesting the shape-of-voice value function* [Paper presentation]. Society for Industrial and Organizational Psychology Annual Meeting, Los Angeles, CA, United States.
- Li, A., Bagger, J., & Cropanzano, R. S. (2005, April). *Effects of accepting repeated negative feedback on performance and affect* [Paper presentation]. Society for Industrial and Organizational Psychology Annual Meeting, Los Angeles, CA, United States.
- Moliner, C.; Martínez-Tur, V; Peiró, J. M.; Ramos, J., and Cropanzano, R. (2005, May). *Perceived Reciprocity and Well-Being at Work: Fairness or Egoistic Preference?* [Paper presentation], European Congress of Work and Organizational Psychology XIIth Annual Meeting, Istanbul, Turkey, United States.
- Camerman, J., Cropanzano, R., & Vandenberghe, C. (2004, August). *The benefits of justice for temporary workers* [Paper presentation]. Academy of Management 64th Annual Meeting, New Orleans, LA, United States.
- Cropanzano, R., Paddock, L., Rupp, D. E., Bagger, J., & Baldwin, A. M. (2004, August). *The impact of decision framing on the process by outcome justice interaction* [Paper presentation]. Academy of Management 64th Annual Meeting, New Orleans, LA, United States.
- Ko, J., Cropanzano, R., Nam, K., & Rupp, D. (2004, August). *Leader-member exchange and transformational-transactional leadership: Testing an integrative model* [Paper presentation]. Academy of Management 64th Annual Meeting, New Orleans, LA, United States.
- Camerman, J., Cropanzano, R., & Vandenberghe, C. (2004, May). *Contingent workers and their relationships with the temporary organization: The role of organizational justice* [Paper presentation]. Belgian Psychological Society Annual Meeting, Bruxelles, Belgium.

- Cropanzano, R., Schminke, M., & Paddock, L. (2004, April). *Revisiting the structure of overall organizational justice* [Paper presentation]. Society for Industrial and Organizational Psychology Annual Meeting, Chicago, IL, United States.
- Cropanzano, R., Slaughter, J. E., & Bachiochi, P. D. (2004, April). *Black applicants' reactions to affirmative action plans: The interactive role of distributive, procedural, and interactional justice* [Paper presentation]. Society for Industrial and Organizational Psychology Annual Meeting, Chicago, IL, United States.
- Mohler, C. J., Byrne, Z. S., & Cropanzano, R. (2004, April). *Emotional exhaustion, work relationships, and health effects on organizational outcomes* [Paper presentation]. Society for Industrial and Organizational Psychology Annual Meeting, Chicago, IL, United States.
- Moliner, C.; Martínez-Tur, V; Peiró, J. M.; Ramos, J., and Cropanzano, R. (2004, April). *Organizational justice and extra-role customer service: The mediating role of well-being at work* [Paper presentation]. Society for Industrial and Organizational Psychology Annual Meeting, Chicago, IL, United States.
- Reb, J., Goldman, B. M., Kray, L. J., & Cropanzano, R. (2004, June). *Avoiding the escalation of conflict: Procedural and interactional injustice call for different remedies* [Symposium]. International Association for Conflict Management Annual Meeting, Pittsburgh, PA, United States.
- Cropanzano, R. (2003, August). *What happens when we take emotions seriously?* [Paper presentation]. Academy of Management 63rd Annual Meeting, Seattle, WA, United States.
- Goldman, B. M., Paddock, L., & Cropanzano, R. (2003, August). *A transformational model of legal claiming* [Paper presentation]. Academy of Management 63rd Annual Meeting, Seattle, WA, United States.
- Wright, T. M., & Cropanzano, R. (2003, April). *The role of psychological well-being as a moderator of the relation between job satisfaction and job performance* [Paper presentation]. Society for Organizational Behavior Annual Meeting, Orlando, FL, United States.
- Cropanzano, R., & Wright, T. M. (2002, October). *A harder look at the happy/productive worker thesis* [Paper presentation]. Society for Organizational Behavior Annual Meeting, Atlanta, GA, United States.

- Schminke, M., & Cropanzano, R. (2002, April). *Organization structure and fairness perceptions: The moderating effects of organizational level* [Paper presentation]. Society for Industrial and Organizational Psychology Annual Meeting, Toronto, ON, Canada.
- Wright, T. A., & Cropanzano, R. (2002, April). *A further look at the happy/productive worker thesis: Part II*. [Paper presentation]. Society for Industrial and Organizational Psychology Annual Meeting, Toronto, ON, United States.
- Wright, T. A., Cropanzano, R., & Bonett, D. (2002, March). *The role of personality and status resources in the prediction of job performance and voluntary turnover* [Paper presentation]. Western Academy of Management 62nd Annual Meeting, Sante Fe, NM, United States.
- Cropanzano, R., Chrobot-Mason, D., Rupp, D. E., & Prehar, C. A. (2001, April). *Accountability for corporate injustice* [Paper presentation]. Symposium for Accountability and Organizational Realities, University of Mississippi, Oxford, MS, United States.
- Cropanzano, R., Ward, J. R., & Aloise-Young, P. A. (2001, April). *Organizational commitment, worker health, and life satisfaction: An identity theory approach* [Paper presentation]. Society for Industrial and Organizational Psychology Annual Meeting, San Diego, CA, United States.
- Krebhiel, P. J., & Cropanzano, R. S. (2001, April). *Procedural justice and emotion* [Paper presentation]. Society for Industrial and Organizational Psychology Annual Meeting, San Diego, CA, United States.
- Cropanzano, R., & Byrne, Z. S. (2000, April). *The relationship of emotional exhaustion to citizenship behaviors* [Paper presentation]. Society for Industrial and Organizational Psychology Annual Meeting, New Orleans, LA, United States.
- Byrne, Z. D., & Cropanzano, R. (2000, April). *The relationship of organizational justice to commitment, organizational politics, and citizenship behaviors: A test of three models* [Paper presentation]. Society for Industrial and Organizational Psychology Annual Meeting, New Orleans, LA, United States.
- Wright, T. A., & Cropanzano, R. (2000, April). *Further evidence for the happy/productive worker thesis: Trait and state predictors of job performance* [Paper presentation]. Society for Industrial and Organizational Psychology Annual Meeting, New Orleans, LA, United States.
- Howes, J. C., Cropanzano, R., Grandey, A. A., & Mohler, C. J. (1999, August). *Who is supporting whom? Quality team effectiveness and perceived organizational support* [Paper

- presentation]. Academy of Management 59th Annual Meeting, Chicago, IL, United States.
- Cropanzano, R., & Prehar, C. (1999, April). *Using social exchange theory to distinguish procedural and interactional justice* [Paper presentation]. Society for Industrial and Organizational Psychology Annual Meeting, Atlanta, GA, United States.
- Cropanzano, R., & Wright, T. (1999, April). *A five-year study of the relationship between Well-Being and Performance* [Paper presentation]. Society for Industrial and Organizational Psychology Annual Meeting, Atlanta, GA, United States.
- Cropanzano, R. (1998, May). *Social justice in the workplace: Looking back and looking ahead* [Symposium]. International Society for Justice Research Annual Meeting, Denver, CO, United States.
- Cropanzano, R. (1998, April). Organizational justice: A cross-cultural perspective. In D. D. Steiner & S. W. Gilliland (Chairs). *Innovating organizational justice: Cultural, value, and stakeholder perspectives* [Roundtable discussion]. Society for Industrial and Organizational Psychology Annual Meeting, Dallas, TX, United States.
- Wright, T. A., & Cropanzano, R. (1998, April). Emotional exhaustion as a predictor of job performance and voluntary turnover. In A. A. Grandey (Chair). *Emotion and well-being at work* [Symposium]. Society for Industrial and Organizational Psychology Annual Meeting, Dallas, TX, United States.
- Cropanzano, R. (1997, June). Emotion at work: Issues and research needs. In N. M. Ashkanasy (Chair). *Emotion at work* [Symposium]. Australian Psychological Society's Industrial and Organizational Psychology Annual Conference, Melbourne, Victoria, Australia.
- Cropanzano, R., & Prehar, C. (1997, June). *Procedural justice, leader - member exchange, and the consequences of performance evaluation* [Paper presentation]. Australian Psychological Society's Industrial and Organizational Psychology Annual Meeting, Melbourne, Victoria, Australia.
- Cropanzano, R. (1997, April). Perspectives on basic vs. applied I/O psychology. In S. Walker (Chair). *I/O psychology science versus practice: Tear down the wall* [Symposium]. Society for Industrial and Organizational Psychology Annual Meeting, St. Louis, MO, United States.
- Weiss, H. M., Suckow, K., Cropanzano, R., & Israelson, E. (1997, May). *Emotional reactions to organizational justice* [Paper presentation]. Midwestern Psychological Association Annual Meeting, Chicago, IL, United States.

- Weiss, H. M., Suckow, K., & Cropanzano, R. (1997, March). *Emotional reactions to just and unjust events* [Paper presentation]. Organizational Psychology/Organizational Behavior Graduate Student Conference Annual Meeting, Roanoke, VA, United States.
- Cropanzano, R. (1996, August). Why emotion should be studied for its own sake. In N. M. Ashkanasy (Chair). *Emotion in the workplace: Not just skin deep* [Symposium]. Academy of Management 56th Annual Meeting Cincinnati, OH, United States.
- Cropanzano, R., Aguinis, H., Schminke, M., & Denham, D. L. (1996, August). Disputant reactions to managerial conflict intervention strategies: A comparison among Argentina, the Dominican Republic, and the United States. In J. G. Rosse (Chair), *Justice and fairness in organizations* [Symposium]. Academy of Management 56th Annual Meeting, Cincinnati, OH, United States.
- Cropanzano, R., & Ambrose, M. L. (1996, April). There is no such thing as procedural justice. In S. W. Gilliland & D. L. Stone (Chairs), *Theory development forum: What is fair? Expanding current views of organizational justice* [Symposium]. Society for Industrial and Organizational Psychology Annual Meeting, San Diego, CA, United States.
- Cropanzano, R. (1996, April). Being nasty or nice? Progress and future research needs. Discussant's comments for M. A. Korsgaard (Chair), *Being nasty or nice: How do people make the choice?* [Symposium]. Society for Industrial and Organizational Psychology Annual Meeting, San Diego, CA, United States.
- Ambrose, M. L., & Cropanzano, R. (1995, August). Tenure, promotion, and the negative consequences of unfair staffing decisions. In R. Cropanzano (Chair), *Progress in procedural justice: Ten years after Folger and Greenberg (1985)* [Symposium]. Academy of Management 55th Annual Meeting, Vancouver, British Columbia British Columbia
- Randall, M. L., Cropanzano, R., Bormann, C. A., & Birjulin, A. (1994, August). *The relationship of organizational politics and organizational support to employee attitudes and behavior* [Paper presentation]. Academy of Management 54th Annual Meeting, Dallas, TX, United States.
- Cropanzano, R., & Howes, J. C. (1994, April). Affect may drive organizational behavior, but what drives affect? Discussant's comments for K. J. Williams (Chair), *Affect, self-cognitions, and performance: Are mood states and productivity related?* [Symposium]. Society for Industrial and Organizational Psychology Annual Meeting, Nashville, TN, United States.
- Cropanzano, R., & Hunsberger, H. (1994, April). *The justice dilemma in employee selection: Some reflections on the trade-offs between social justice and statistical validity* [Paper presentation]. Society for Industrial and Organizational Psychology Annual Meeting, Nashville, TN, United States.

- Cropanzano, R. (1993, August). Managing justice from the cradle to the grave: Snowball effects, justice dilemmas, and sundry other ideas. Discussant's comments for M. L. Ambrose (Chair), *Procedural justice* [Symposium]. Academy of Management 53rd Annual Meeting, Atlanta, GA, United States.
- Howes, J., Citera, M., Cropanzano, R., & Hollenbeck, P. J. (1993, April). *A goal hierarchy approach to plan revision* [Poster presentation]. Society for Industrial and Organizational Psychology Annual Meeting, San Francisco, CA, United States.
- Cropanzano, R., & Konovsky, M. A. (1992, August). Justice issues in employee drug testing. In J. G. Rosse (Chair), *Drug testing and fairness: A procedural justice perspective* [Symposium]. Academy of Management 52nd Annual Meeting, Las Vegas, NV, United States.
- Cropanzano, R., James, K., & Konovsky, M. A. (1991, April). Dispositional affect, work attitudes, and performance. In K. James & R. Cropanzano (Chairs), *Dispositional affectivity and work outcomes* [Symposium]. Society for Industrial and Organizational Psychology Annual Meeting, Saint Louis, MO, United States.
- James, K. & Cropanzano, R. (1991, April). *Dispositions and work outcomes* [Poster presentation]. Society for Industrial and Organizational Psychology Annual Meeting, Saint Louis, MO, United States.
- Konovsky, M. A., & Cropanzano, R. (1991, April). Fairness in employee drug-testing and its effects on employee attitudes and performance. In E. F. Stone (Chair), *Drug testing in organizations: Validity, utility, and individuals' reactions* [Symposium]. Society for Industrial and Organizational Psychology Annual Meeting, Saint Louis, MO, United States.
- Cropanzano, R., & Baron, R. A. (1989, June). *An investigation of the conditions leading to retaliatory conflict* [Poster presentation]. American Psychological Society Annual Meeting, Washington, DC, United States.
- Folger, R., & Cropanzano, R. (1988, April). *Rectifying injustice: The effect of the change agent* [Poster presentation]. Society for Industrial and Organizational Psychology Annual Meeting, Dallas, TX, United States.
- Folger, R., Konovsky, M., & Cropanzano, R. (1988, April). Procedural justice in pay decisions based on performance appraisal. In B. R. Nathan (Chair), *New directions for performance appraisal interview research* [Symposium]. Society for Industrial and Organizational Psychology Annual Meeting, Dallas, TX, United States.

Folger, R., & Cropanzano, R. (1986, August). Emotion, motivation, and injustice. In R. J. Bies (Chair), *Moving beyond equity theory: New directions in research on justice in organizations* [Symposium]. Academy of Management 46th Annual Meeting, Chicago, IL, United States.

Folger, R., & Cropanzano, R. (1986, November). Test and trial performance appraisal metaphors. In V. Palancion & R. Paylor (Chairs), *Performance Evaluations* [Symposium]. Association of Human Resources Management and Organizational Behavior Annual Meeting, New Orleans, LA, United States.

Invited Presentations/International Talks

Cropanzano, R. (2022, February). *Anxiety and depression at work: A state-trait approach*. Invited address at the University of Houston, Houston, TX, United States.

Cropanzano, R. (2020, March). *Mental health at Leeds*. Invited address presented at the Chancellor's Annual Summit, Denver, CO, United States.

Cropanzano, R. & Keplinger, K. (2017, June). *The structure of scientific misconduct: Paradigmatic consensus and ethical transgression*. Keynote address at the Organizational Justice and Behavioral Ethics Research Group 3rd Biannual Meeting, Paris, France.

Cropanzano, R. (2016, September). *We have a bigger problem than we thought: Low consensus paradigms and questionable research practices*. Keynote address at Fifth Annual EAWOP Early Career Summer School. Aston Business School, Birmingham, UK.

Cropanzano, R. (2015, June). *Responding to reviewers*. Paper presented at the University of Edinburgh, Edinburgh, UK.

Skarlicki, D., Nadisic, T., Cropanzano, R., & Fortin, M. (2015, June). *Managers as modern-day Robin Hoods*. Invited address at the University of Edinburgh, Edinburgh, UK.

Cropanzano, R., & Stein, J. (2011, June). *Organizational justice and behavioral ethics: Promises and prospects*. Invited address at the University of Manchester, Manchester, UK.

Cropanzano, R., & Wright, T. A. (2009, May). *In search of the happy/productive worker: Investigations into the relationship between emotional well-being and job performance* [Invited address]. Association for Psychological Science Annual Meeting, San Francisco, CA, United States.

Cropanzano, R., & Li, A. (2009, March). *Intraunit justice climate: Development and validation of a new construct*. Paper presented at Singapore Management University, Singapore.

- Cropanzano, R. (2008, June). *Managing the research process*. Paper presented at the University of Valencia, Valencia, Spain.
- Cropanzano, R., & Li, A. (2008, December). *Intraunit justice climate*. Paper presented as part of the UCF Behavioral Ethics Colloquium Series. Department of Management, University of Central Florida, Orlando, FL, United States.
- Cropanzano, R. (2007, May). *Testing a social exchange model of organizational justice*. Paper presented at the Workshop on Research Advances in Organizational Behavior, Human Resources Management, and Corporate Social Responsibility, Toulouse, France.
- Cropanzano, R., & Wright, T. A. (2005, March). *The happy-productive worker thesis*. Paper presented to the Management Department at the University of Toronto, Toronto, ON.
- Cropanzano, R. (2000, February). *Who is being fair to whom? A new look at organizational justice*. Paper presented to the Department of Psychology at Louisiana State University, Baton Rouge, LA, United States.
- Cropanzano, R. (1999, June). *When happiness is related to performance (and when it isn't)*. Paper presented to the Department of Psychology at the University of Central Lancashire, Preston, England.
- Cropanzano, R. (1999, June). *On the relationship between justice and organizational citizenship: It's the level that counts!* Paper presented to the Institute of Work Psychology, Sheffield, England.
- Cropanzano, R., Byrne, Z. S., & Prehar, C. (1999, June). *A multi-foci perspective on organizational justice*. Paper presented at the International Round Table: Innovations in Organizational Justice, Nice, France.
- Cropanzano, R., & Byrne, Z. S. (1998, November). *Pitfalls in the march of organizational justice: How two mistakes taught me more about procedural fairness*. Paper presented to the Department of Psychology at the University of Akron, Akron, OH, United States.
- Cropanzano, R. (1998, March). *Looking backwards at the 21st century* [Closing keynote address]. Industrial-Organizational Psychology/Organizational Behavior Graduate Student Annual Conference, San Diego, CA, United States.
- Cropanzano, R., & Wright, T. A. (1997, November). *A happy worker is a productive worker*. Paper presented to the Department of Management at Florida State University, Tallahassee, FL, United States.

Cropanzano, R., & Wright, T. A. (1997, July). *Well-being, satisfaction, and job performance: Another look at the happy/productive worker thesis*. Paper presented to the Department of Management and Employment Relations at the University of Auckland, Auckland, New Zealand.

Cropanzano, R. (1996, March). *Organizational justice: Current research and future needs*. Paper presented to the Kurt Lewin Institute, Shiermonnikoog, The Netherlands.

Cropanzano, R. (1996, March). *A Tale of two paradigms: Psychometrics meets social justice in the conduct of psychological assessment*. Paper presented to the Department of Psychology at the University of Amsterdam, Amsterdam, The Netherlands.

Workshops Conducted

Cropanzano, R., & Rotundo, M. (2007, August). *Organizational behavior division: Not-so-junior mid-career faculty development workshop* [Workshop]. Academy of Management 67th Annual Meeting, Philadelphia, PA, United States.

Cropanzano, R., & Scandura, T. A. (2006, October). *Journal of Management research development workshop* [Workshop]. Southern Management Association Annual Meeting. Clearwater Beach, FL, United States.

Ford, L., Scandura, T. A., & Cropanzano, R. (2006, October). *Research methods workshop: Scale development and validation* [Workshop]. Southern Management Association Annual Meeting. Clearwater Beach, FL, United States.

Cropanzano, R., & Wiesenfeld, B. M. (2005, August). *Organizational behavior division: Junior faculty consortium* [Workshop]. Academy of Management 65th Annual Conference, Honolulu, HI, United States.

Uhl-Bien, M., Eylon, D., & Cropanzano, R. (2005, August). *Organizational Behavior Division: Junior Faculty Consortium* [Workshop]. Academy of Management 65th Annual Meeting, Honolulu, HI, United States.

Cropanzano, R. (2005, October). *Organizational justice: Basic definitions and current developments*. Workshop conducted for the Department of Psychology, University of Valencia. Valencia, Spain, United States.

Cropanzano, R. S., Scandura, T. A., & Korsgaard, M. A. (2005, November). *Journal of management research development workshop: Converting good research into publishable articles* [Workshop]. Southern Management Association Annual Meeting. Charleston, SC, United States.

- Goldman, B. M., & Cropanzano, R. (2004, August). *Conducting research in organizational justice: Visions for the future* [Workshop]. Academy of Management 64th Annual Meeting New Orleans, LA, United States.
- Cropanzano, R., Johnson, E., & Korsgaard, M. A. (1997, July). *Procedural justice in human resource management*. Workshop conducted to human resource managers at the University of Auckland. Auckland, New Zealand.
- Rosse, J., & Cropanzano, R. (1995, March). *Deviant behavior in the workplace* [Workshop]. Industrial-Organizational/Organizational Behavior Graduate Student Annual Conference. Denver, CO, United States.
- Cropanzano, R. (1993, August). *Measuring student achievement through the use of letter grading*. Workshop conducted as part of the Colorado State Teaching Assistant Conference. Fort Collins, CO, United States. [I also presented this workshop during August of 1994, 1995, 1998, and 2000.]