A number of current trends in research in organizational behavior and social psychology converge to help explain why and when fairness judgments matter in organizational settings. Fairness Heuristic Theory links perceptions of fair treatment to feelings of social inclusion and perceptions of unfair treatment to feelings of exclusion. Recent work in social neuroscience and animal behavior suggests that humans have evolved to be very sensitive to these issues, suggesting that “hard-wired” processes might explain why perceptions of fair or unfair treatment exert such strong effects on key organizational behaviors and attitudes.