



Roots of Procedural Fairness

A tale of two inclinations

Lívia Markóczy

Jeffrey Goldberg

Andrew Chen

`Livia.Markoczy@ucr.edu`

The A. Gary Anderson Graduate School of Management
University of California, Riverside



Universality of Procedural Fairness Concerns

Procedural Fairness

What we mean by *concern for procedural fairness* is to be highly troubled by the lack of fair procedures or by the violation of fair procedures in one's organization or in one's broader community, even if violations of fair procedures do not affect oneself directly. Thus, concern for procedural fairness as a more general concept than a mere concern for receiving fair treatment for oneself.

Universality

- people in general “appear always to make procedural judgments and these judgments [tend to be] important to them” (Lind and Tyler, 1988, p. 141)
- ‘on an abstract level, people’s justice perceptions [of what is a fair process] are determined by similar principles across cultures” (Morris and Leung, 2000, p. 114)

Variability

Universality still leaves open the possibility of substantial variation among individuals in a society and variation between societies.

Brown's indicators of innate traits

Brown (1991) lists indicators that some behavioral pattern is an innate trait.

1. An unusual ease in acquiring these;
2. Emotionally motivated actions that run counter to consciously held ideals
3. Intense preoccupation with certain topics
4. Traces of behavior present in other species who face similar adaptation problems,
5. Universality itself



Two roots: Stability and Anti-abuse

Stability

For any social animal, members of a group cannot live in a state of “war of all against all”. One common (though not inevitable) solution to this is something like a dominance hierarchy.

Dominance and subordination in hu

Cues from developmental psychology, animal behavior, and psychology converge on the possibility that humans have a disposition to defer to authority and to social rules and norms, and to support that authority and those rules among their peers. We refer to this disposition a sense or *desire for social stability*.

Anti-abuse sense

We can conclude from research in

- Devel. psych. (e.g., Killen et al., 2002)
- Animal behavior (e.g., Kano, 1992; Boehm, 1999; de Waal, 1982)
- Psych. & Physiology (e.g., Hokanson, 1961; Wager et al., 2003)
- Anthropology (e.g., Boehm, 1993, 1999; Itani, 1997)

that humans have a natural disposition to dislike authorities that abuse their power.



Interactions

A 2 × 2 grid

	Anti-abuse	
	High	Low
High stability	PFC	Authoritarianism
Low stability	Egalitarianism	Anarchism

Procedural Fairness Concerns (PFC)

We predict

H1 Those with a strong desire for social stability and with a strong opposition to abuse of power will have strong procedural fairness concerns.

Authoritarianism

We predict

H2 Those individuals with a with a strong desire for social stability a weak opposition to abuse of power will have authoritarian characteristics.

(Radical) Egalitarianism

H3 Those individuals with a weak desire for social stability and a strong opposition to abuse of power will have egalitarian characteristics.

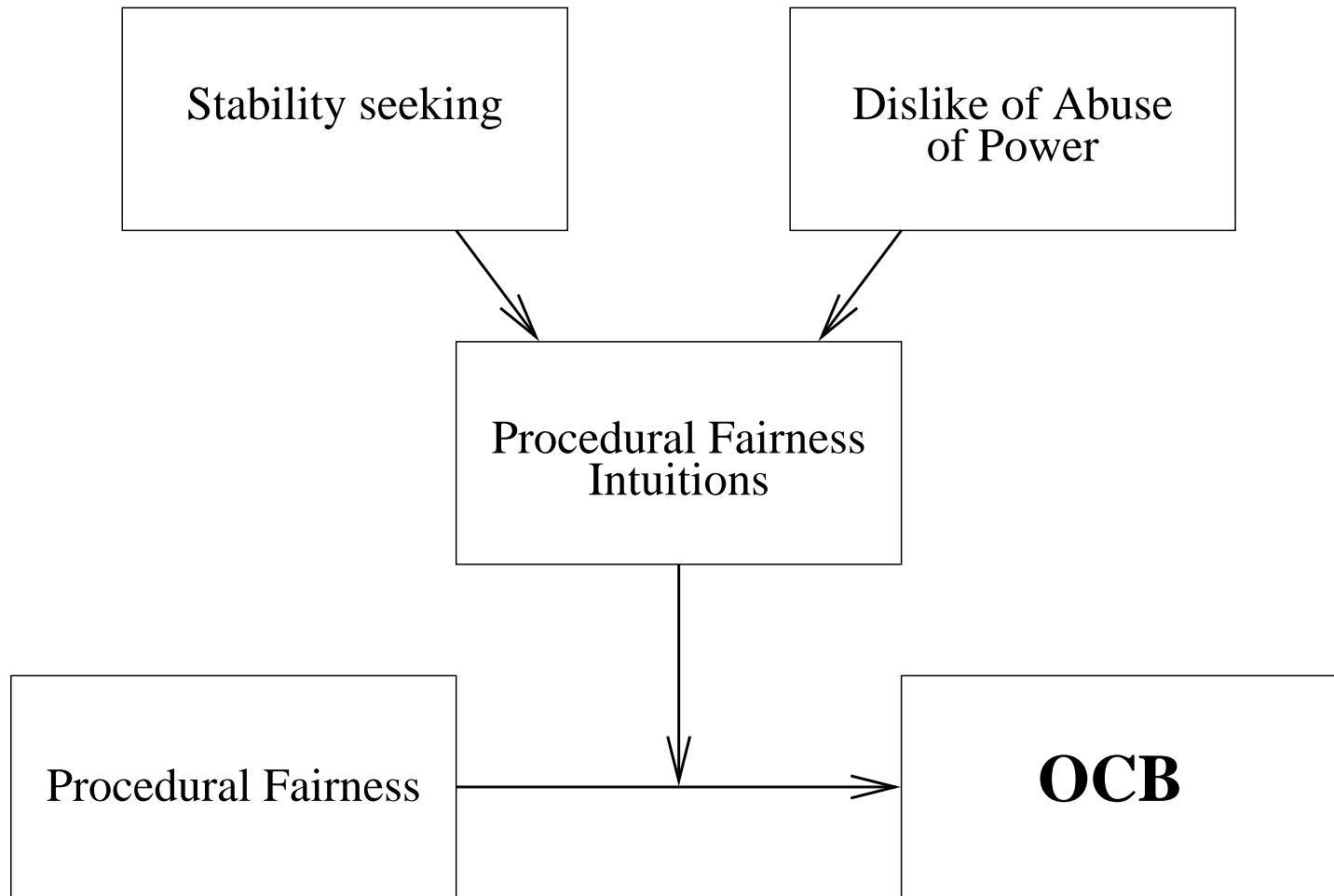
Anarchism

H4 Those individuals with a weak desire for social stability and a weak opposition to abuse of power will have anarchistic characteristics.



Fairness and OCB

Sources of PFC; relation to OCB



PFC and OCB

H5 Individuals with strong Procedural Fairness Concerns will be more likely to respond to procedural fairness with Organizational Citizenship Behavior.



The studies

Study 1

205 undergraduates (sample details available on request) for looking at first four hypotheses.

Measures: IVs

- **Stability desire** Seven items from the “dutifulness scale” of the IPIP (Mervielde et al., 1999; IPIP, 2001). ($\alpha_{S1} = .73$; $\alpha_{S2} = .71$)
- **Abuse of Power Used** Rigby and Slee’s (1991) scale. ($\alpha_{S1} = .84$; $\alpha_{S2} = .75$)
- **Perception of Proc-fair** Four items from Farh et al. (1997) ($\alpha_{S2} = .73$)

Measures: DVs

- **Egalitarianism** Four items from Bales and Couch (1969). ($\alpha_{S1} = .71$; $\alpha_{S2} = .70$)
- **Authoritarianism** Four items from the Christie et al. (1958) F-scale. ($\alpha_{S1} = .76$; $\alpha_{S2} = .72$)
- **Anarchism** Constructed four items based on the writings of Tucker (1926). ($\alpha_{S1} = .72$; $\alpha_{S2} = .70$)
- **PFC** Modified four items from Farh et al. (1997) ($\alpha_{S1} = .85$; $\alpha_{S2} = .72$)

Study 2: OCB measures

60 employees from a Taiwanese company. Each employee was rated independently by two of their supervisors. We used three dimensions from the Chinese Citizenship Behavior Scale (Farh et al., 1997).

- **Identification with Co.** ($\alpha_{S2} = .74$)
- **Conscientiousness** ($\alpha_{S2} = .74$)
- **Protect Co. Resources** ($\alpha_{S2} = .76$)



Results

Multiple multiple regressions

- The hypotheses 1–4 were each tested in both studies. (8 regressions total)
- Hypothesis 5 was tested along each of the three dimensions (3 regressions total).

Interaction results (summary)

Hypothesis	Study 1	Study 2
Hyp. 1 (PFC)	$t = 1.88^{\dagger}$	$t = 2.01^*$
Hyp. 2 (Authoritarianism)	$t = 2.91^{**}$	$t = 2.44^*$
Hyp. 3 (Egalitarianism)	$t = 1.59^{\dagger}$	$t = 2.01^*$
Hyp. 4 (Anarchism)	$t = 2.14^*$	$t = 1.76^*$

$^{\dagger}p < .1$; $*p < .05$; $**p < .01$, $***p < .001$

PFC moderating results (summary)

OCB Dimension	Study 2
Identification	$t = 1.76^{\dagger}$
Conscientiousness	$t = 1.75^{\dagger}$
Resource Protection	$t = 2.66^{**}$

$^{\dagger}p < .1$; $*p < .05$; $**p < .01$, $***p < .001$



Conclusions

Roots of Procedural Fairness

Procedural fairness concerns (as well tendencies for egalitarianism, authoritarianism and anarchism) do seem to arise from the interaction of two more basic impulses: Opposition to abuse of power, and a desire for social stability. This should put the study of Procedural Fairness Concerns in a different light.

OCB and PFC

It should come as little surprise that the level of ones concern for procedural fairness moderates the relationship between believing ones organization is procedurally fair and OCB. Although it comes as little surprise, it still needed to be tested. We tested (and found) the expected result.

Limitations

- Sample
- Measures



Motivations for the study

Where did PFC come from

We believe

- The propensity toward PFCs is part of human nature
- PF could only really be a concern in social structures that involved some sort of bureaucracies. These, in turn, required agricultural societies.
- A trait like PFC could not evolve from nothing in the short time since agriculture.

Exaptations & Spandrels

Exaptation (as opposed to an adaptation) is a character evolved for a different purpose for that which it is currently used. (Gould and Lewontin, 1979).

Spandrel is an exaptation which is the by-product of the interaction of two or more adaptations or exaptations. (derived from Gould and Lewontin's (1979) usage).

PFC as spandrel

This idea and the puzzle of the evolvability of PFCs led us to the theory we outlined and tested here. The evolution of our two antecedents (anti-abuse, social stability) is not a puzzle, and their interactions can explain PFC as a part of human nature.

Separability

For those who don't like the Darwinian underpinnings which led us to develop the theory and the hypotheses we tested. That is fine. We hope that the study stands on its own, irrespective of what happened to have piqued our interest in it. But it should be noted that our adaptationist view led us to a theory that generated four novel hypotheses, all of which were supported.

Resources

A (relatively) up-to-date version of the full paper as well as these slides (PDF) can be found at www.goldmark.org/livia/papers/proc-fair/

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