

## **Korsgaard et al. (1995): Building commitment, attachment, and trust in strategic decision-making teams: the role of procedural justice**

In this paper procedural justice is examined more extensively, than in the last paper. The authors explain how cooperative relations can be facilitated by positive attitudes. The main hypothesis is: Procedural fairness leads to more commitment to a decision, attachment to the group and trust in the leader. In the following some thoughts and results (by far not all) from Korsgaard et al. are summarized.

### **Introduction**

- Ultimate value of high-quality decisions depends on the willingness of managers to cooperate.
- Decision processes should not be evaluated on the quality alone, but rather on their impact.
- Importance of commitment → Members can delay or sabotage implementation of initiatives.
- Importance of attachment → Fosters long-run cooperation in a group and its effectiveness.
- Importance of leadership-trust → Prerequisite for a stable cooperative system.

### **Procedural justice in strategic decision making**

- Consideration of input: How leader takes into consideration input of team members.
- Influence over a decision: To which degree members' input affects final decision.

### **What makes decision-making procedures fair?**

- Allowance of voice: Individuals affected by a decision can present relevant information.
- Hypothesis: Consideration of team members' input has positive impact on team members' fairness perception.

### **When are fair procedures most important?**

- Indirect team members' control over decision is important when direct control is not possible.

### **Consequences of the fairness of decision-making procedures**

- Fair procedures serve two purposes: 1. Protect individuals' interests. 2. Individuals' receive what they perceive to be due.

### **Discussion and results of the survey**

- Leaders who include individuals only because it is politically wise (rather than they sincerely want their input) may undermine the chance to get support for effective implementation.
- Enhancing the fairness of decision-making procedures does not require any special interpersonal skills.
- Leaders' ability to generate feelings conducive to information sharing and cooperation yield a competitive advantage for an organization.