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.