Justice, fairness, and diversity

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About me

Ting Huang

Research assistant at KU & Teacher at Sino-Danish Center

Previously, I was a PhD Fellow at the Department of Management, Aarhus University

Research interests:

Gender diversity, Leadership, Recruitment

- Be Attractive and Succeed in the War for Talent? Antecedents and Consequences of Employer Images in Job Ads

- Top Management Team Gender Diversity in Public Organizations

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Overview of the lecture series

W&O area	Lecture	Date	Time	Topic	Lecturer
General	1	7.9	8-10	Introduction to W&O	Paul M. Conway
General	2	8.9	10-12	History of W&O	Ingo Zettler
General	3	14.9	8-10	Research methods in W&O	Paul M. Conway
Work Psy	4	15.9	10-12	Occupational Health Psychology I	Paul M. Conway
Work Psy	5	21.9	8-10	Occupational Health Psychology II	Paul M. Conway
Work Psy	6	22.9	10-12	The meaning of work today	Ingo Zettler
Work Psy	7	28.9	8-10	Work motivation and attitudes	Paul M. Conway
Work Psy	8	29.9	10-12	Offensive behaviour at work I	Paul M. Conway
Work Psy	9	5.10	8-10	Offensive behaviour at work II	Paul M. Conway
Work Psy	10	6.10	10-12	Emotion work	Paul M. Conway
Work Psy	11	12.10	8-10	Work/life interaction	Paul M. Conway
Work Psy	12	13.10	10-12	Cases in Occupational Health Psychology	Team Arbejdsliv (ext)
Personnel Psy	13	26.10	8-10	Introduction to Personnel psychology	Pia Ingold
Personnel Psy	14	27.10	10-12	Job and work analysis, personnel selection, recruitment, and placement	Ingo Zettler
Personnel Psy	15	2.11	8-10	Individual differences, assessment of personality and human attributes	Ingo Zettler
Personnel Psy	16	3.11	10-12	Emotional intelligence and Impression Management	Pia Ingold
Personnel Psy	17	9.11	8-10	Personnel training and development	Pia Ingold
Personnel Psy	18	10.11	10-12	Justice and fairness	Pia Ingold
Personnel Psy	19	16.11	8-10	Consultancy process and ethical issues in Personnel Psychology (cases)	Helene Hoppe Revald (ext)
Organisational Psy	20	17.11	10-12	Introductory session and Organisational theory	Ann-Louise Holten
Organisational Psy	21	23.11	8-10	Organisational culture and climate	Pia Ingold
Organisational Psy	22	24.11	10-12	Organisational development and change	Ann-Louise Holten
Organisational Psy	23	30.11	8-10	Work groups and teams	Ann-Louise Holten
Organisational Psy	24	1.12	10-12	Leadership I	Ann-Louise Holten
Organisational Psy	25	7.12	8-10	Leadership II (power and politics)	Ann-Louise Holten
Organisational Psy	26	8.12	10-12	Corporate social responsibility and sustainable behaviour at work	Ingo Zettler
Organisational Psy	27	14.12	8-10	Cases in Organisational Psychology (organisational development)	Ann-Louise Holten Janne Skakon
General	28	15.12	10-12	Wrap-up and Q&A	Paul M. Conway

Lecture purpose & schedule

- **10:15-10:20** Short intro

- **10:20-10:35** Lecture part 1: WHAT- Understand concepts of justice, fairness, and diversity

- **10:35-10:50** Lecture part 2: WHY- The value of justice & diversity

- **10:50-11:05** Break

- **11:05-11:50** Lecture part 3: HOW – Current status and future actions on justice and diversity

- **11:50-12:00** Q&A

Part I The concepts of justice and diversity

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Justice in practice

What is organizational justice?

Perceived equity/fairness in outcomes, practices, and interpersonal interactions in organizations.

Dimensions:

Distributive fairness (= distributive justice):

    Fairness regarding the distribution of results or rewards

Procedural fairness (= procedural justice):

    Fairness in the process of how results/rewards are distributed.

Interactional Fairness (= interpersonal + informational justice):

    Fairness in the way employees are treated and valued

Source: Gilliland (2018)

Equity Theory

Adams (1965):

- Comparison of the ratio of outcomes O and inputs I of a person P with a comparison person O ("significant other").
  - Outputs: Salary, promotion, appreciation, status symbols,...
  - Inputs: Effort, qualification, work experience, ...

$$\frac{O_P}{I_P} = \frac{O_O}{I_O}$$

Equity

$$\frac{O_P}{I_P} > \frac{O_O}{I_O} \qquad \frac{O_P}{I_P} < \frac{O_O}{I_O}$$

Inequity

- Inequality creates tension that is uncomfortable

How uncomfortable is this tension?

Under certain circumstances very! – Example experiment:

Share your story with neighbors

- Have you ever experienced injustice at work, university or your school? If not, do you know someone who have experienced injustice? What was it about?

- Which type of injustice (e.g. distributional, procedural, interactional) does it belong to?

  5 mins

What is organizational diversity?

- The degree to which a unit (organization, team etc.) is heterogenous with respect to demographic attributes (Pelled et al., 1999)

- Immutable:
  - Gender, age, ethnicity

- Mutable
  - Personality, values & beliefs, cognition

- Relation with organizations
  - Tenure, functional area

- Position in society
  - Marital status, wealth, social class

Relationships between organizational justice and diversity

Social equity

Diversity

Count the numbers

Justice

Make the numbers count

Source: Hoang & Suh (2022)
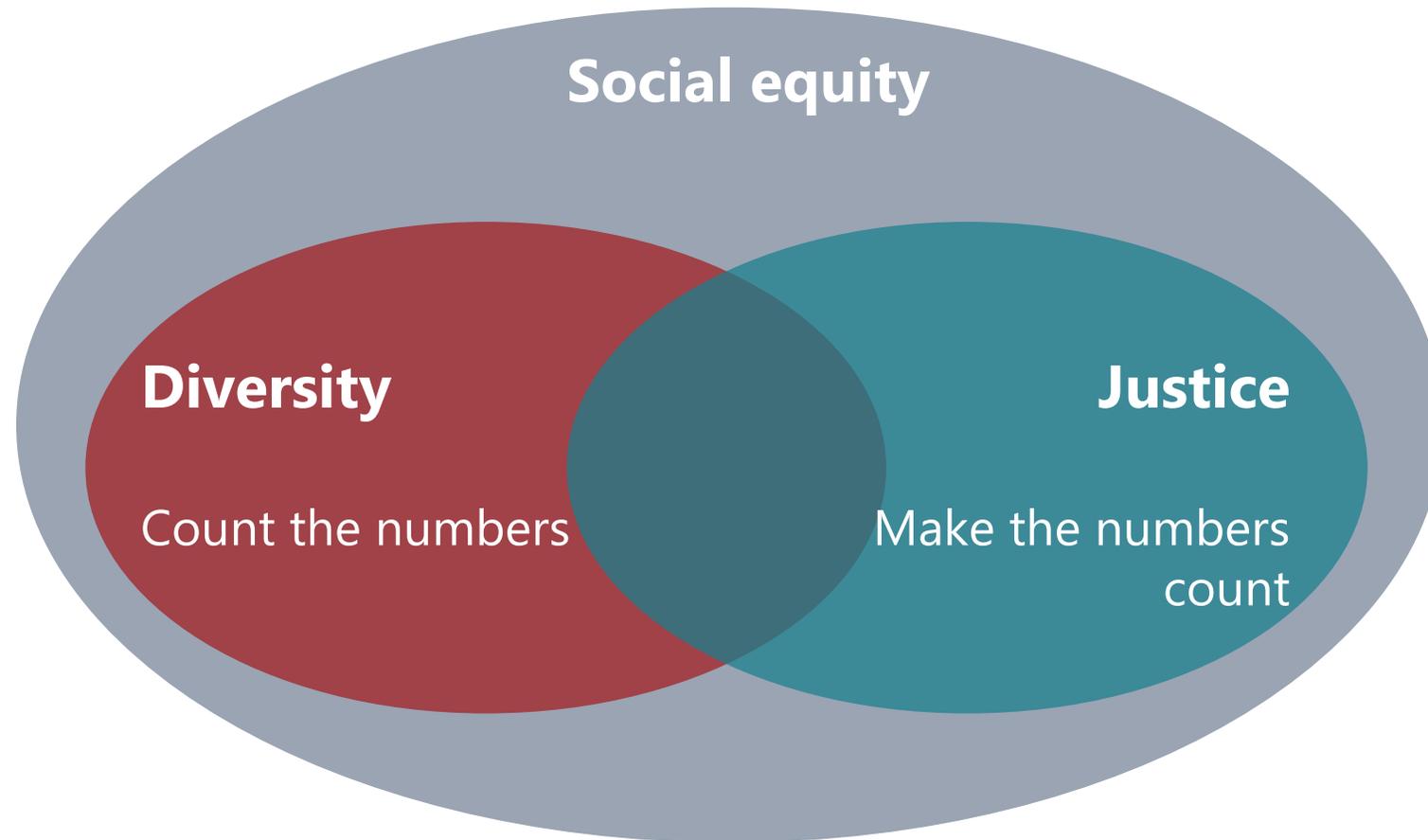
Part II The value of justice and diversity

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Consequences of organizational justice

Outcome	Distributive justice	Procedural justice	Interpersonal justice	Informational justice	Source
Trust in supervisor	.45	.65	.59	.65	1
Trust in organization	.54	.63	.60	.55	1
Organizational commitment	.49	.53	.41	.38	1
POS	.51	.59	.60	.58	1
LMX	.42	.50	.57	.53	1
Job satisfaction	.56	.40	.35	.43	2
Task performance	.26	.24	.16	.16	1
OCB	.21	.30	.43	.42	1
CWB	−.26	−.28	−.24	−.29	1
Withdrawal	−.50	−.34	−.02	−.24	2

Justice perceptions affect a wide variety of attitudes and behaviors

- Job satisfaction
- Organizational commitment
- Trust
- Performance
- Organizational citizenship behavior
- Counterproductive work behavior
- Withdrawal
- Health-related outcomes
- …

[1] Colquitt et al. (2013)

[2] Colquitt et al. (2001)

Source: Gilliland (2018)

Interactive effects of justice components
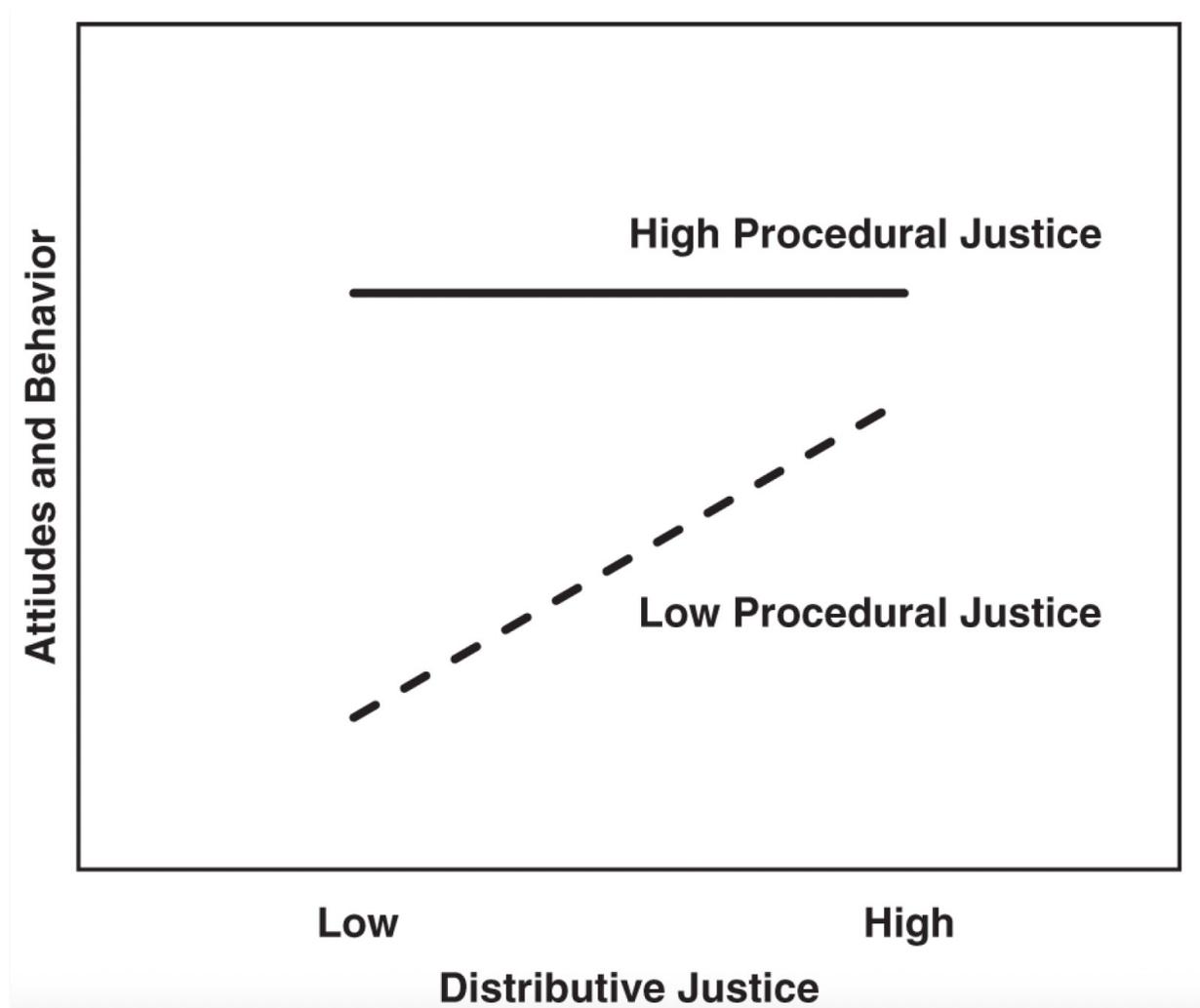
If even one of distributive, procedural, or interactional justice is fair, the likelihood of retaliation decreases (Cropanzano, Bowen, & Gilliland, 2007).
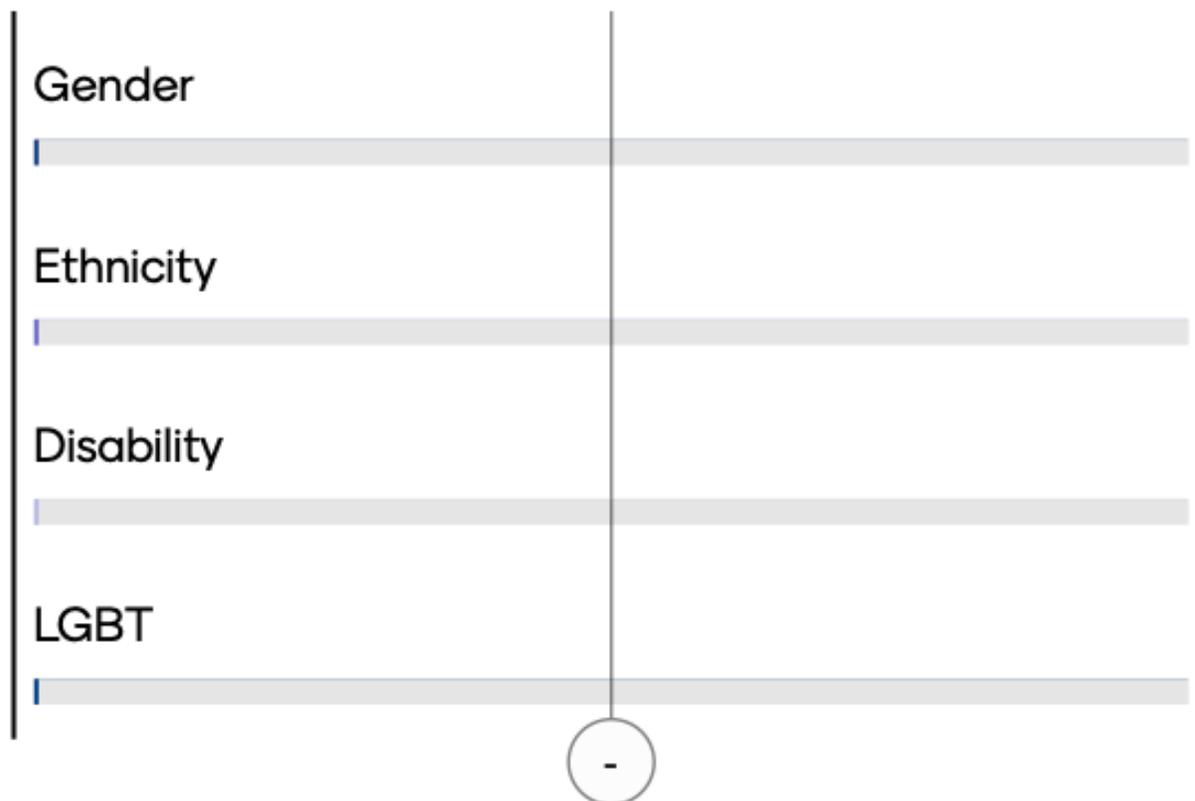
Ripple effects of (in)justice

- When organizations treat employees fairly it has a spillover effect to customers being treated fairly by those employees.

- Third-party reactions: direct and indirect experiences

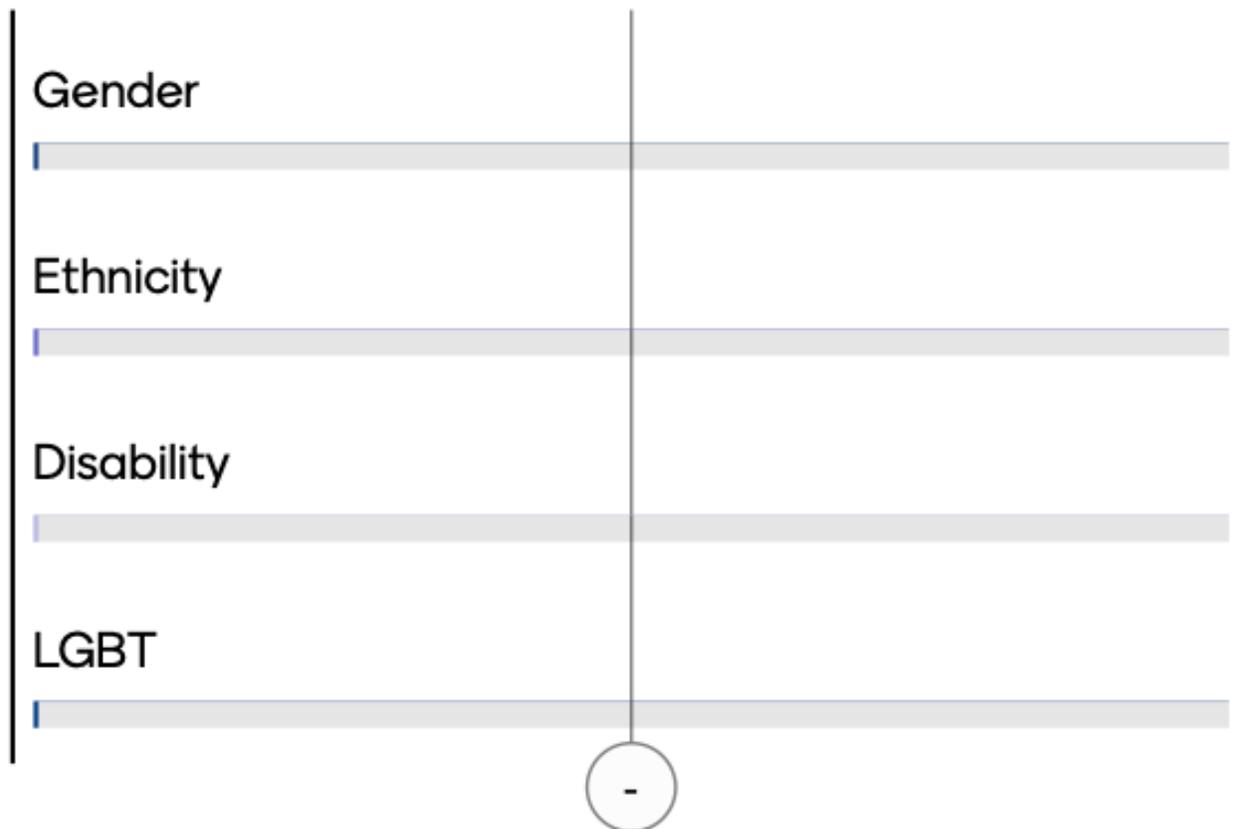- What about fourth-party reactions?

Join at **menti.com** use code **5589 4732**

How do you rate diversity in Danish firms?

Gender

Ethnicity

Disability

LGBT

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VOTE

How do you rate diversity in leadership positions in Danish firms?

Gender

Ethnicity

Disability

LGBT

Join at **menti.com** use code **5589 4732**

Name three positive outcomes of diversity in the workplace.

Waiting for responses ··

Join at **menti.com** use code **5589 4732**

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Content

Design

Settings

Name three negative outcomes of diversity in the workplace.

Waiting for responses ···

Help &
Feedback

Consequences of organizational diversity

Positive outcomes

😊 Increase of knowledge and skills due to different backgrounds, experiences

😊 Improvements in creativity, information processing, and decision-making

😊 Realization of full talent of all members of society

😊 Equal opportunities, employee wellbeing

😊 …

Negative outcomes

☹️ Stereotypes, prejudices, exclusion, discrimination

☹️ Conflicts, disagreement

☹️ Less confidence, commitment

☹️ High turnover, slower decision-making process

☹️ …

Processes of organizational diversity

Informational/decision-making perspective (the "optimistic" view)

- Focused more on task-related aspects of team inputs and processes
- Diversity → variety of information and expertise, perspectives, methods etc.

Social identity perspective (the "pessimistic" view)

- Focused more on psychological, social aspects of team processes
- Diversity → How people perceive and relate to teammates

Source: van Knippenberg et al., (2004)

Parts I & II Recap

- Organization justice: Perceived equity/fairness

    - Distributive, procedural fairness, interactional fairness

- Organizational diversity: The degree to which an organization or team is heterogeneous.

- Relationship between justice and diversity: Closely related but not identical

- Perceptions of fairness influence various work attitudes and behaviors

- Diversity can be a double-edged sword
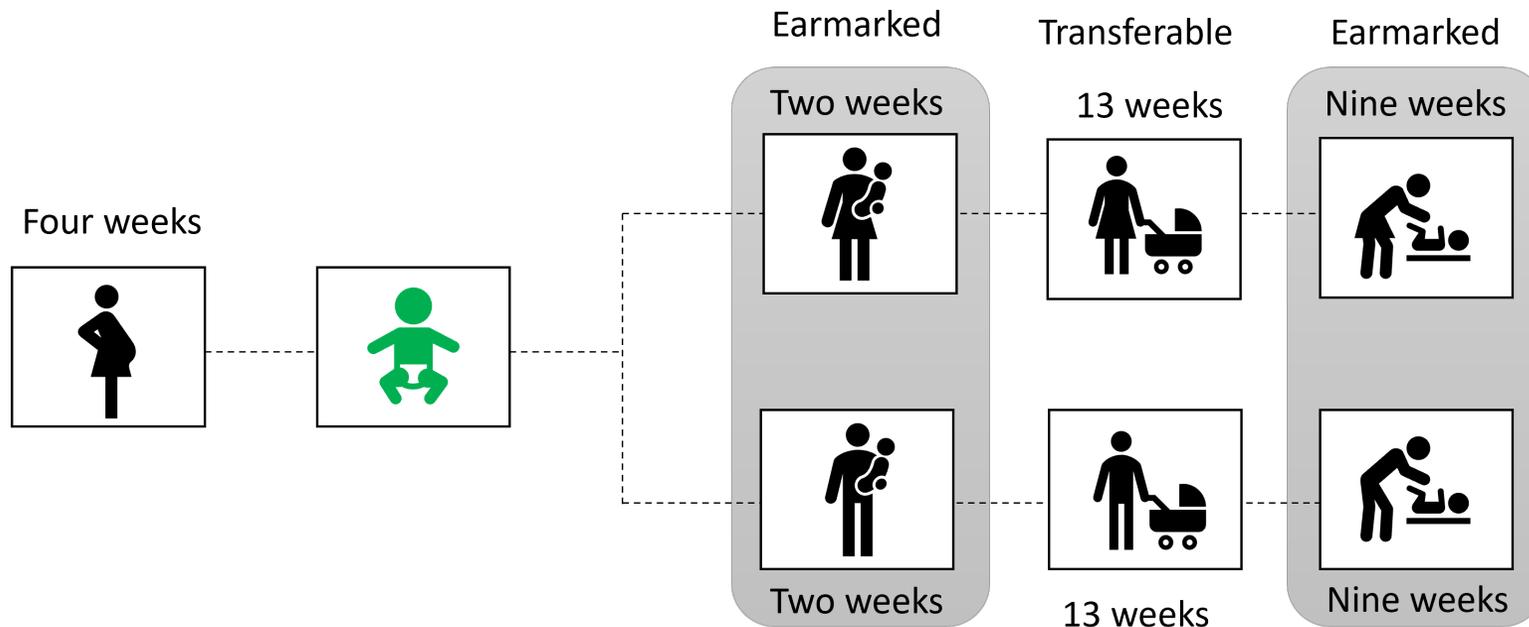
    - Information/decision-making and social identity perspectives

Part III Current status & future actions on justice and diversity

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Positive changes

Four weeks

Earmarked
Two weeks

Transferable
13 weeks

Earmarked
Nine weeks
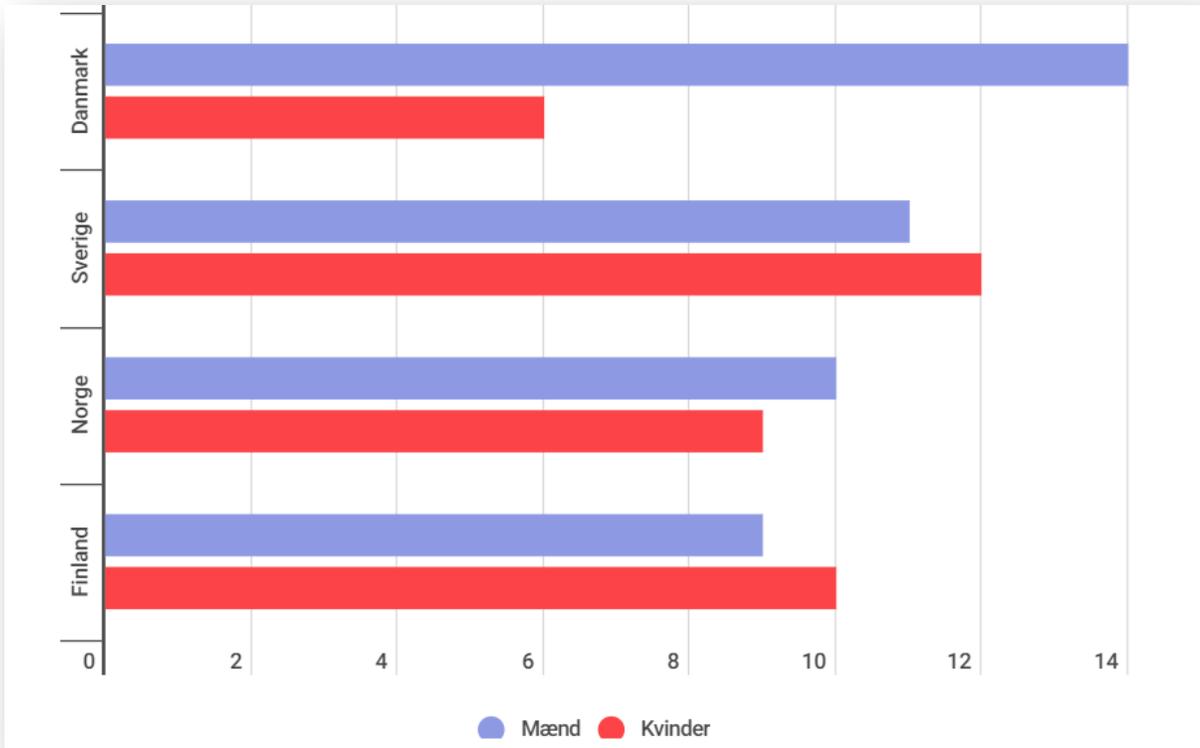
Two weeks

13 weeks

Nine weeks

Vertical differences

- Still limited research⋯
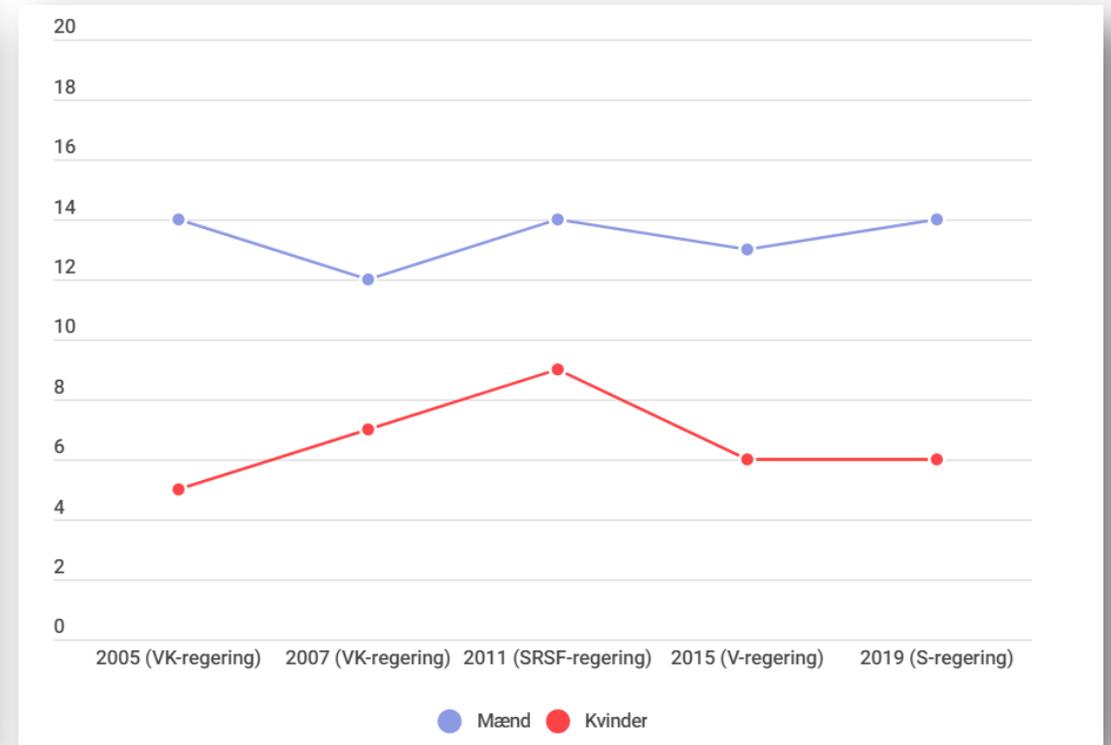
- And most research focus on pay differences

Gender inequality in Denmark

Gender distribution of Nordic governments

Mænd   Kvinder

How gender balance has evolved in Danish governments

Mænd   Kvinder

Out of a total of 20 ministerial posts, 14 are held by male politicians.
This means that less than a third of ministers are women.

Different forms of gender discrimination

- Metaphors: glass ceiling, glass cliff, glass walls, glass escalators, sticky floors ······

- The glass ceiling : a transparent barrier that keeps women from rising above a certain level in organizations (Morrison, White & Velsor, 1987)

- The glass cliff : women may be preferentially placed in leadership roles that are associated with an increased risk of negative consequences. (Ryan and Haslam, 2005)

  - Decision maker side:

    - Leadership advantages

    - Strategic changes

    - Shoulder the blame

  - Applicant side: pool of applicants changes in the times of crisis

Source: Sabharwal (2015)

Vice-premier inspects newly-delivered hospital to combat coronavirus

Updated: February 3, 2020 07:02   Xinhua

Vice-Premier Sun Chunlan, who leads a central government group to guide the epidemic control work in Hubei province, inspects Huoshenshan Hospital in Wuhan, Central China's Hubei province, Feb 2, 2020. Entrusted by Xi Jinping, general secretary of the Communist Party of China (CPC) Central Committee, Sun Chunlan inspected Huoshenshan (Fire God Mountain) Hospital, a newly-delivered hospital to combat coronavirus in Wuhan. [Photo/Xinhua]

Are organizational justice rules gendered?

- Do reactions to justice violations are biased by the sex of the offending managers?

- Study 1 & Study 4: Do people react differently to men and women who

engage in *interactional justice rule violations*?

- Study 2: Do people react differently to men and women who engage in *interactional violations and procedural justice rule violations.*

- Study 3: The degree to which different justice violations are viewed as unacceptable for men and women.

Source: Caleo (2016)

Findings – Study 1 & Study 4
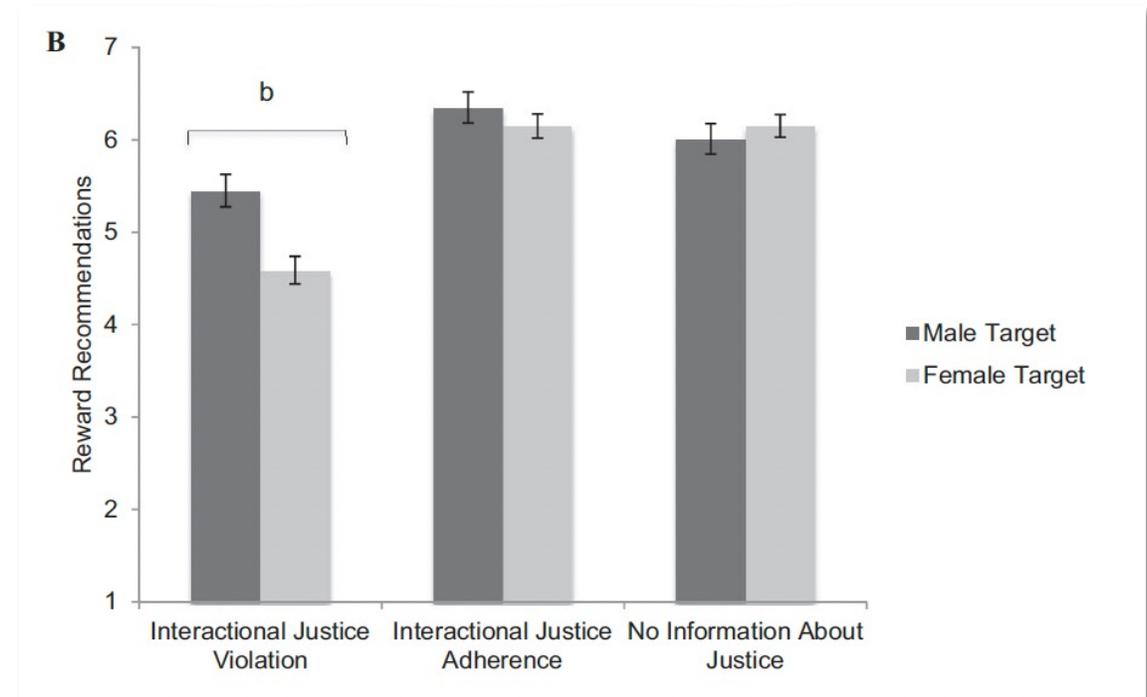
- Supervisors face unfavorable consequences when they violate justice rules
- Women were rated less favorably than men when they exhibited interactional injustice

Findings – Study 2
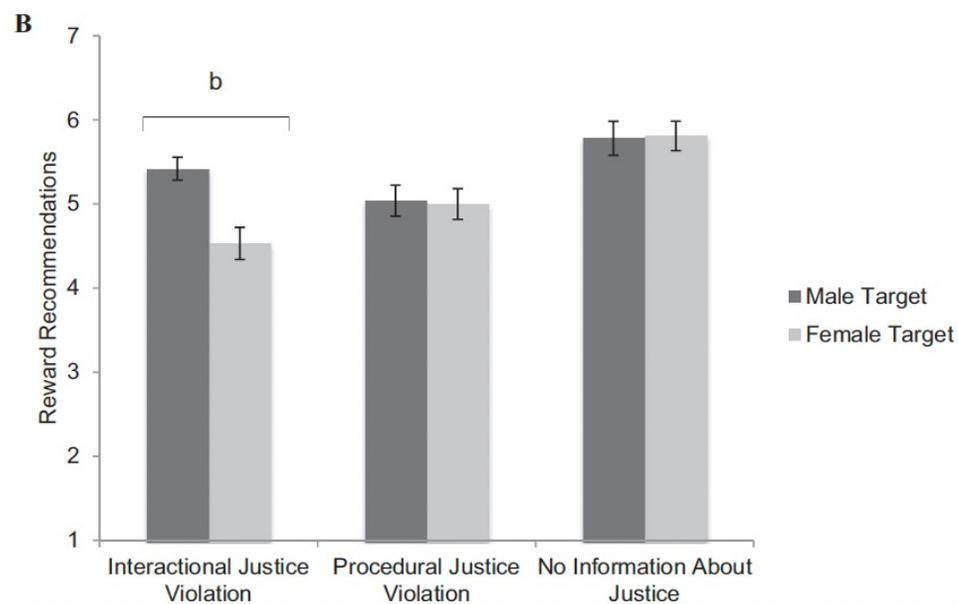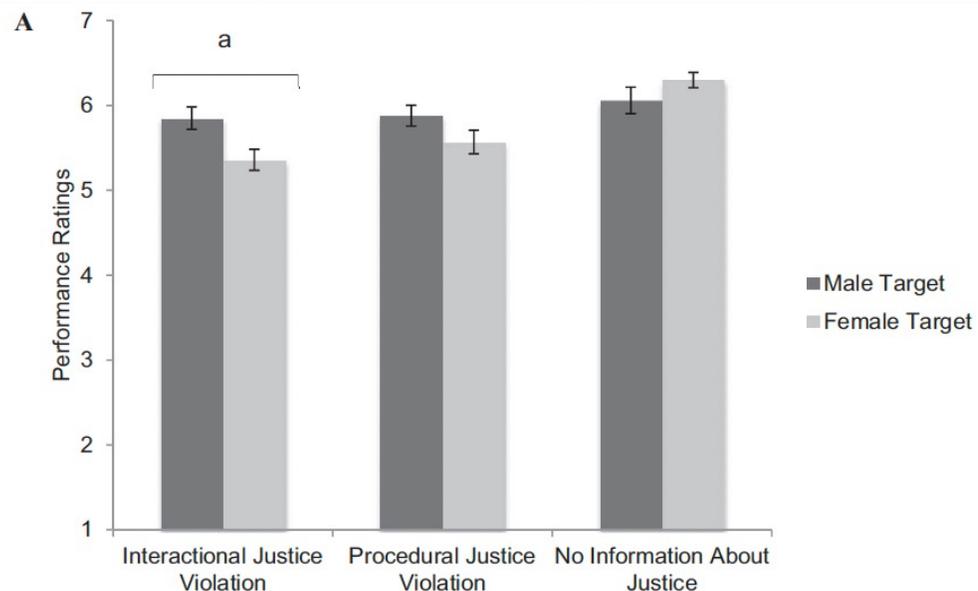
- Women were rated less favorably than men when they exhibited interactional injustice, but not when they engaged in procedural injustice

- Reactions to men's and women's interactional justice violations are more driven by the belief that the justice violation is less accepted for women.

Findings – Study 3

Means, Standard Deviations, and Analyses for Dependent Measures in Study 3

Justice rule violation	Male target Mean	Male target SD	Female target Mean	Female target SD	$t(44)$	Cohen's d
Interactional justice violations						
Not hear subordinates out when they try to express their views	4.73	1.32	5.08	.97	1.05	.30
Be impolite to a subordinate[a]	4.55	1.47	5.42	.88	2.41*	.72
Treat a subordinate disrespectfully[a]	5.05	1.21	5.58	.72	1.81[b]	.53
Not care about the well-being of subordinates[a]	4.73	1.64	5.63	.58	2.44*	.73
Unacceptability scale[a]	4.76	1.24	5.43	.65	2.24*	.68
Procedural justice violations						
Give special consideration to some subordinates but not others	5.23	1.41	5.38	1.06	.40	.12
Rely on personal opinions rather than objective information when making decisions	4.32	1.36	4.38	1.35	.14	.04
Make decisions without using all available information	4.36	1.47	4.83	1.09	1.24	.36
Not be totally objective when making decisions	4.82	1.26	4.75	1.29	−.18	.05
Unacceptability scale	4.68	1.04	4.83	.95	.52	.15

Note. Higher means indicate that the behavior was seen as less okay.
[a] The variances for these items were unequal; corrected t values are shown.   [b] $p < .08$.
* $p < .05$.

- Interactional justice violations (e.g., being impolite, not caring about the well-being of subordinates), but not procedural justice violations, are deemed less acceptable for female managers than male managers

Racial discrimination—Evidence from an experiment

Racism in a resume

Job applicants with African American–sounding names got fewer callbacks.
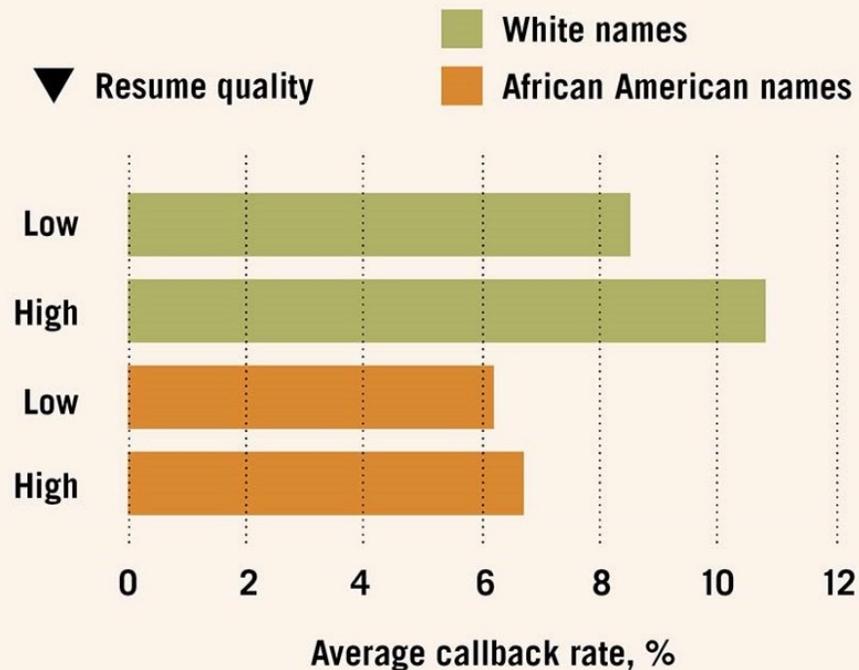
Source: Bertrand and Mullainathan, 2004

Are Emily and Greg More Employable Than Lakisha and Jamal? A Field Experiment on Labor Market Discrimination

- Large racial differences in callback rates

- Race also affects the reward of having a better resume

Racial discrimination in public and private organizations

Racial discrimination in public and private organizations

Is the Public Sector a Fairer Employer? Ethnic Employment Discrimination in the Public and Private Sectors

(Villadsen and Wulff 2017)

Method

- Sent out artificial applications with either an ethnic Danish or an ethnic Middle-Eastern name

- Not differentiated postal address; Similar work experience and educational background

Racial discrimination in public and private organizations

TABLE 1
Callback Averages: Sector Difference

Sector	Total	Callback				D − E	Posterior Probabilities		P (D > E)
		Danish (D)		Ethnic (E)			95% HDI		
		n	Rate	n	Rate		Low	High	
Private	192	27	0.14	20	0.10	0.04	−0.03	0.10	.86
Public	252	97	0.38	61	0.24	0.14	0.06	0.22	1.00
	444	124	0.28	81	0.18	0.1	0.04	0.15	1.00

- CV with Danish names - 3 interviews for every 10 applications; CV with ethnic name - approximately 15 applications to get the same number of callbacks.

- Public and Private Sectors Seem Equally Biased in Hiring

Question

What would you do to reduce gender / racial discrimination in personnel (or CV) selection as an HR manager?

5-10 mins

How to manage fairness?

Distributive Fairness:

- Ensure an appropriate ratio of inputs and outputs for those affected as well as for comparators within the company

Procedural fairness:

- Listening to those affected by decisions and involving them where possible

- Make procedures transparent and apply them uniformly

Interactional Fairness:

- Adequately inform affected persons and treat them with dignity and respect

- In contrast to distributive and procedural fairness under much stronger direct control of the acting persons

Source: Adams (1965); Gilliland (2018)

How to manage diversity?

Horizontal differences

- Differences in specializations, social categories, cohorts, or backgrounds.

Vertical differences

- Differences between members that emerge from the vertical differentiation of members within formal or informal hierarchies of power, status, prestige, or privilege

Consider the interplay between horizontal differences & vertical inequality!

Source: (Bunderson and Van der Vegt, 2018)
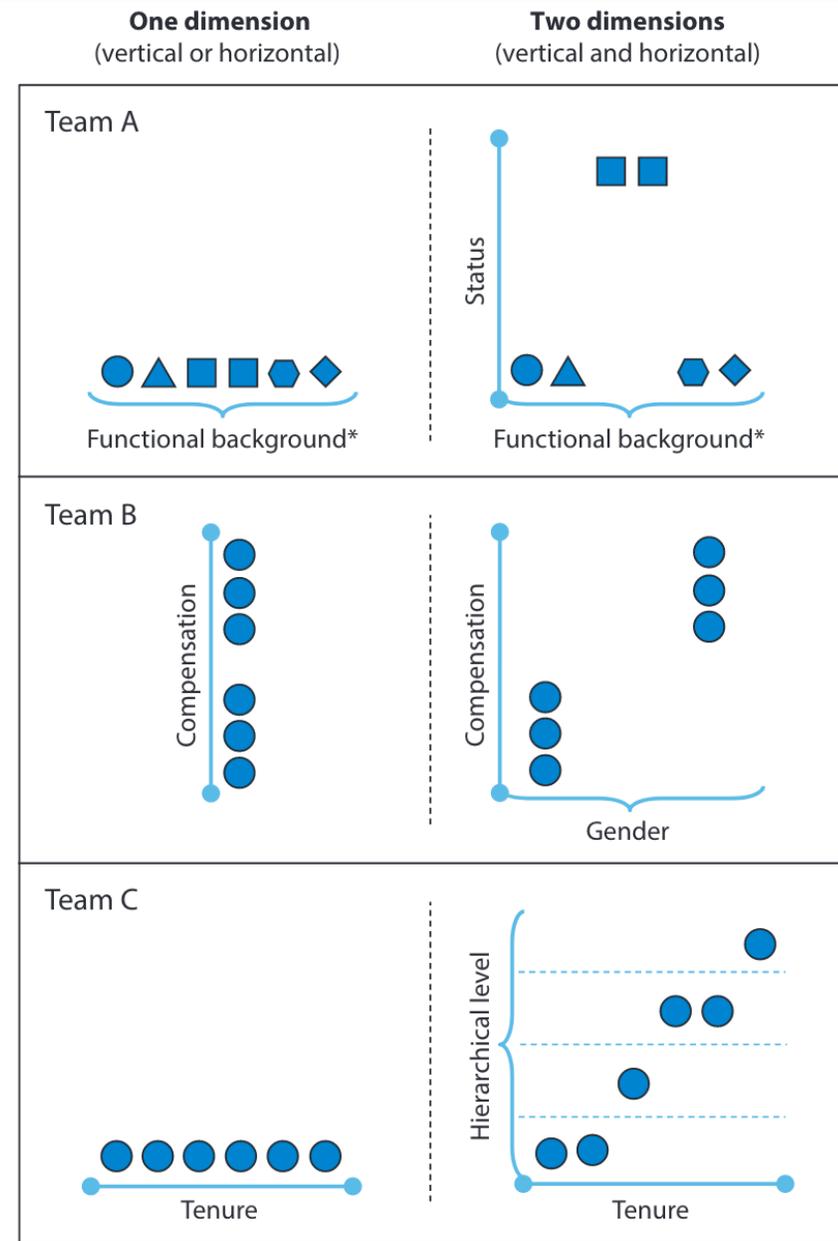
Part III Recap

- While diversity and justice are valued by contemporary organizations, gender and racial segregation are persistent.

- Different forms of gender discrimination: glass ceiling, glass cliff···

- Women are rated less favorably than men when they exhibite interactional injustice

- Ethnic minorities are less favored in job applications

Main take-aways

- Three basic dimensions of fairness can be distinguished - distributive, procedural, and interactional fairness

  - all three dimensions are important

- Fairness has many effects on the perceptions and behaviors of employees in organizations.

- There are still a long way to go to enhance organizational diversity and justice.

- Future: Targeted measures to improve fairness; The interplay between horizontal differences and vertical inequality

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