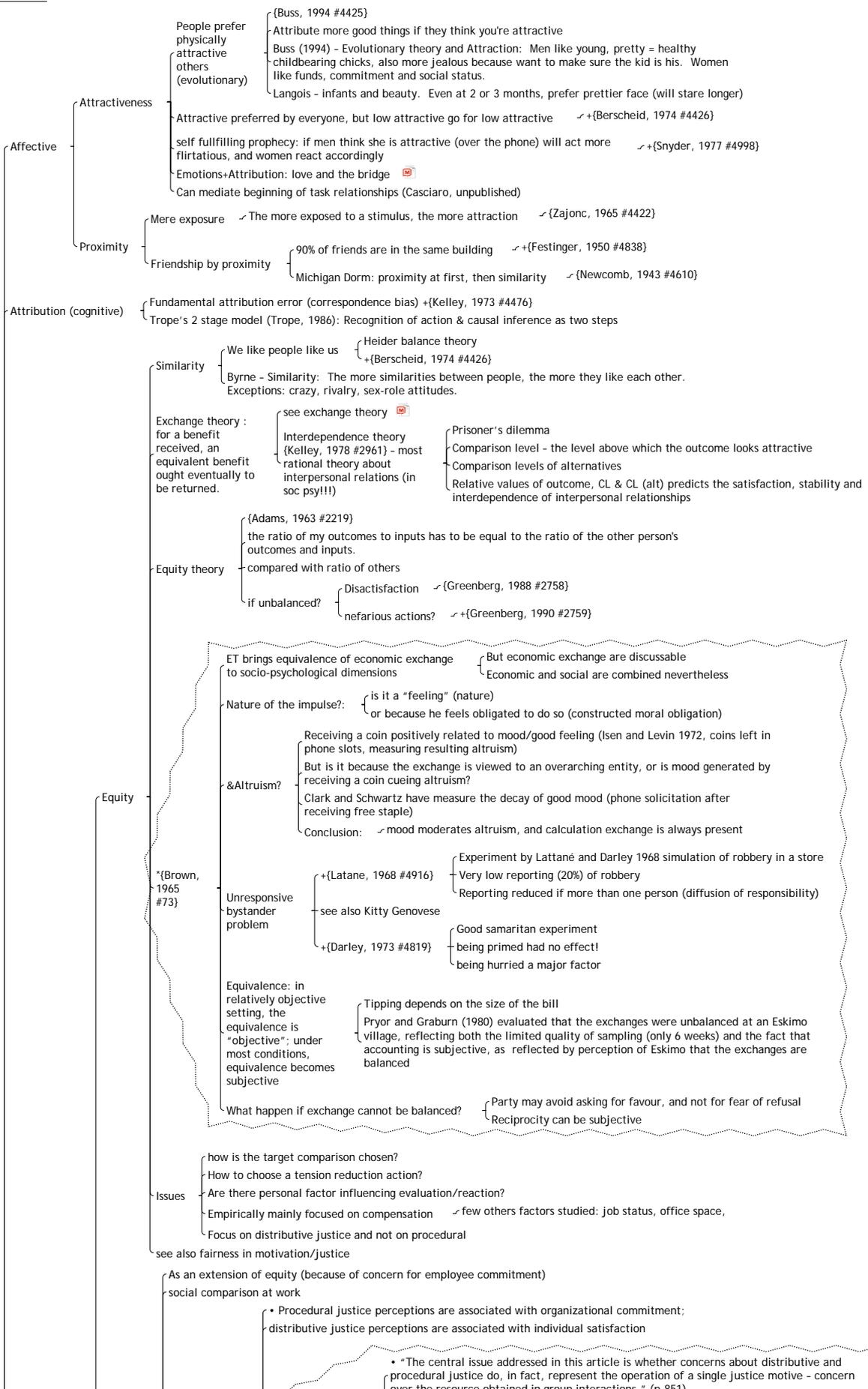


Introduction



"The central issue addressed in this article is whether concerns about distributive and procedural justice do, in fact, represent the operation of a single justice motive - concern over the resource obtained in group interactions." (p. 851)

Soc  
Psy  
&  
Soc

Instrumental  
(motivated)

&Justice

- Proc vs. distrib
  - (Tyler, 1994 #531)
    - over the resource obtained in group interactions. (p. 691)
    - Discussion and conclusion: There are two distinct psychologies of justice. Whereas the resource motive shaped judgments of distributive justice, the relational motive had an impact on both distributive and procedural justice.
    - People care about justice not only because of overarching concerns of self-interest but also because of relational concerns - and, in fact, regarding procedural justice, relational concerns seem to be all that matter.
- Give voice to employee concerns
  - (Hirschman, 1970 #248)
- fairness
  - perception of justice is subjective
    - framing effect
      - (Schelling, 1984 #5631)
      - (Tversky, 1981 #530)
  - (Greenberg, 1990 #2759)
    - finds a distributive motive for theft when pay cut are not explained
- link
  - culture: (James, 1993 #4887)
- see (Bae, 2001 #4525) summary for full treatment

Reciprocity and ingratiation

- Flattery is a powerful tool
  - (Jones, 1964 #4889)
- People who do good are rewarded: Lerner's "Just world hypothesis"
  - "individuals have a need to believe that they live in a world where people generally get what they deserve and deserve what they get."

based mainly on (Kramer, 1999 #4911) + PDE/MON

- Accumulated first hand knowledge of others/ dependent on interpersonal history
- Interaction histories give decision-makers
- Perceptions of trust increase with the accumulation of positive interactions when contracts not available (Malhotra, 2002 #5671)

Hosmer (1995): the expectation of ethically justifiable behaviour

- Burt & Knez (1996): anticipated cooperation
- as a psychological state: most widely used conception...a state of perceived vulnerability or risk derived from individuals' uncertainty regarding motives, intentions and prospective actions of others on whom they depend

as choice behavior: leads to measures of trust in decisions and observable behaviors.

- Rational choice vs. Relational model- a social orientation toward other people and toward society as a whole.

Kramer argues that both calculative processes and social and situational factors need to be included, leading to a 3 part theory of trust (Hardin, 1992): properties of trustor, properties of trustee, & specific context or domain

TRUST IN ORGANIZATIONS

- dispositional trust- people differ in their general predisposition to trust or distrust others, as a result of early trust related experiences. Not really examined in org theory.
- history based trust- whether or not people trust is based on their past history: personalized knowledge of others in the org is necessary, but is unrealistic in large organizations
- third party conduits: Gossip disseminates trust relevant information, but it is limited by partial disclosure, so third parties amplify trust.
- Category based trust: people may trust ingroup members more unconsciously. Also females are seen as more trustworthy
- role based trust- depersonalized trust predicated on knowledge that a person occupies a certain role in the org
- rule based trust- trust based on shared understandings regarding the system of rules regarding appropriate behaviour

DEFI/ IMAGES OF TRUST

- BENEFITS OF TRUST
  - trust is a form of social capital: reducing transaction costs, increasing spontaneous sociability, facilitating appropriate forms of deference to org authorities
  - Transaction costs: trust reduces transaction costs
  - Spontaneous sociability: the myriad forms of cooperative, altruistic and extra role behavior that enhance collective well being and further the attainment of collective goals
  - voluntary deference- organizational authorities rely on feelings of obligation toward the org, willingness to comply and defer; trust influences acceptance of dispute resolution procedures and outcomes.

BARRIERS TO TRUST

- Distrust = a lack of confidence in the other, a concern that the other may act so as to harm one, that he does not care about one's welfare or intends to act harmfully.
- Suspicion can be triggered by forewarnings, violated expectations-a leads to attributional conservatism and mindful processing
- social categorization may heighten distrust and suspicion between inds in different groups within an organization
- Trust in private and public institutions has been declining for several decades, hypothesized cause is violated expectancies and tendency to overgeneralize from vivid, highly salient effects

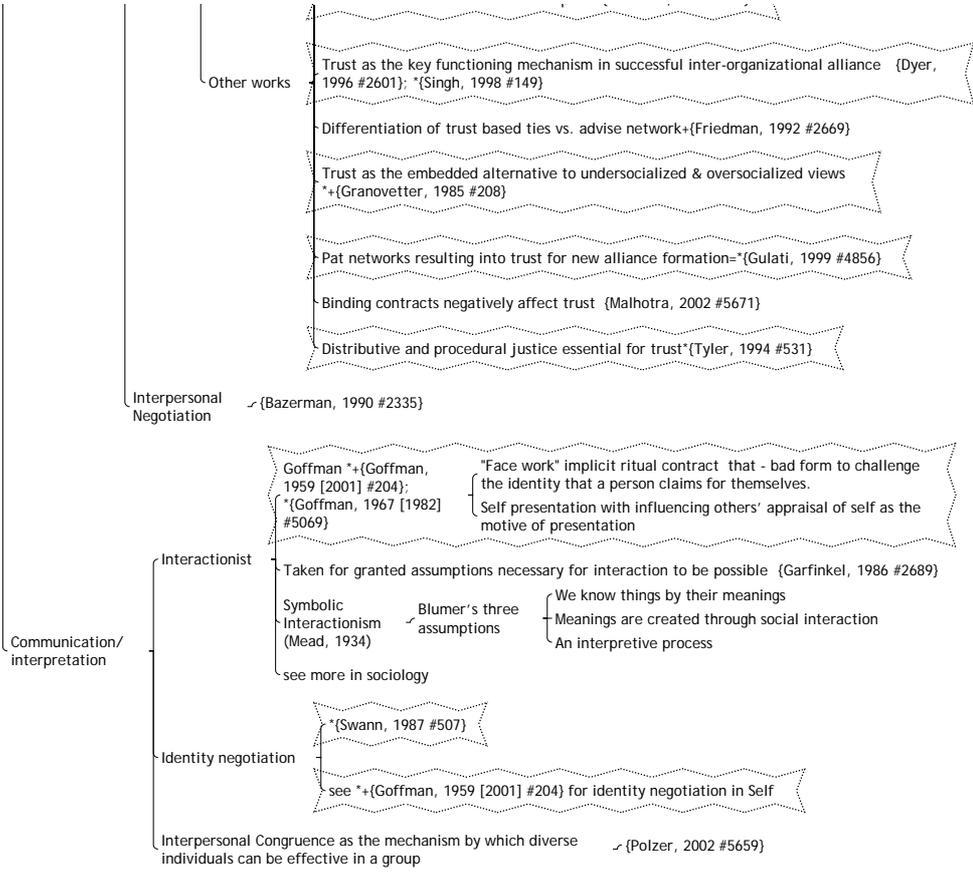
technologies-surveillance systems actually undermine trust by undermining intrinsic motivations, engender fear (of bad evaluation) and reciprocal mistrust (Cialdini, 1996). Psychological reactance may result.

- breaches in psychological contracts- psych contracts defined in terms of employees' beliefs regarding the terms and conditions of their reciprocal exchange relationship with their employer. Robinson found that prior low trust leads to a greater decline in trust after a perceived trust (Does this mean dispositions to trust are at work?)
- Fragility of trust-trust is easier to destroy than create b/c negative events are more visible and noticeable, carry more weight in judgment. Structural position in a network differentially affects trust and distrust judgements-distrust is amplified to a greater extent than trust in 3rd party disclosures. Low status individuals code more hi status behaviors as diagnostic of trustworthiness b/c of greater dependence and vulnerability (Kramer, 1996)

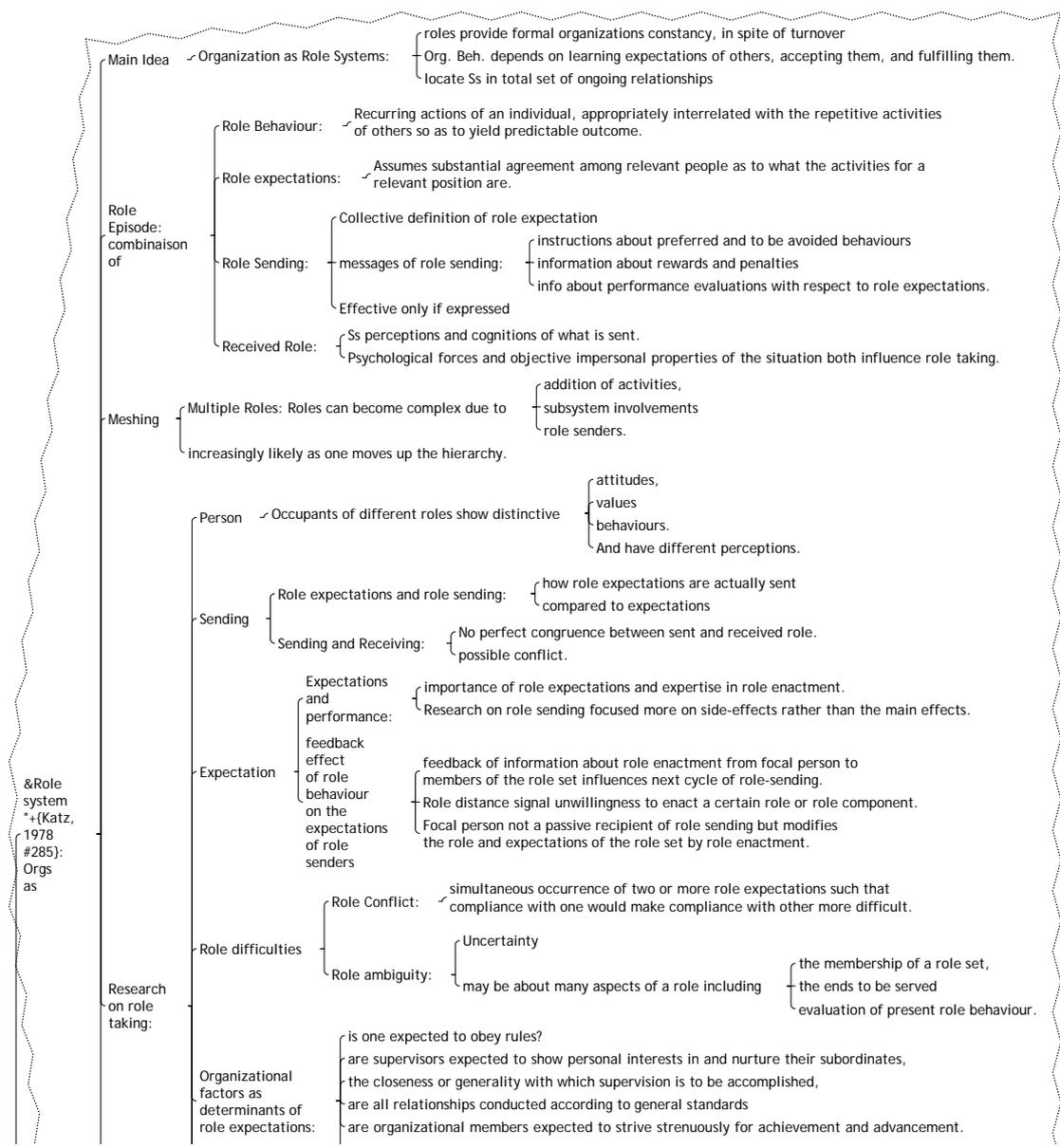
Situational view of trust & paranoia (Kramer, 1998 #306)

- Situational antecedents of paranoid cognition
  - Perceived distinctiveness
  - Perceived evaluative scrutiny
  - Uncertainty about social standing
- Judgmental consequences of paranoid social cognition
  - Sinister attribution error
  - Overly personalistic construal of social interactions
  - Exaggerated perceptions of conspiracy -

- Trust as organizing principle (McEvily, 2003 #3187)
- Community based on trust as the alternative to markets and hierarchies (Adler, 2001 #2227)
- Trust enhances economic efficiency (Uzzi, 1997 #3678)
- Trust as the result of repetitive interaction games (Axelrod, 1984 #30)
- Trust as the foundation of social capital (Coleman, 1988 #118)

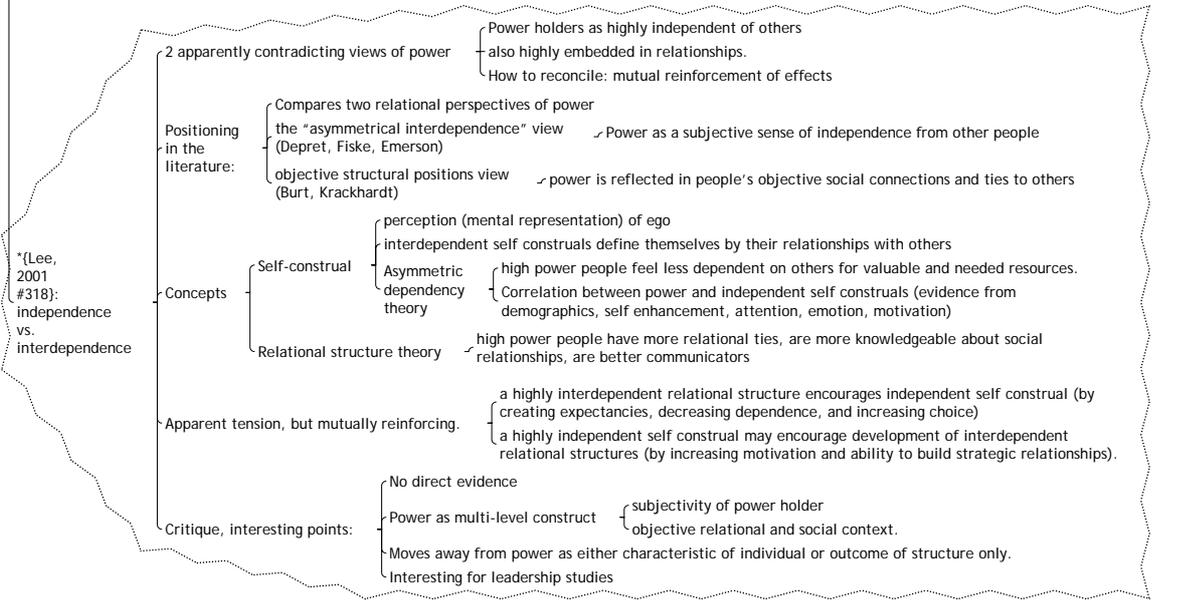
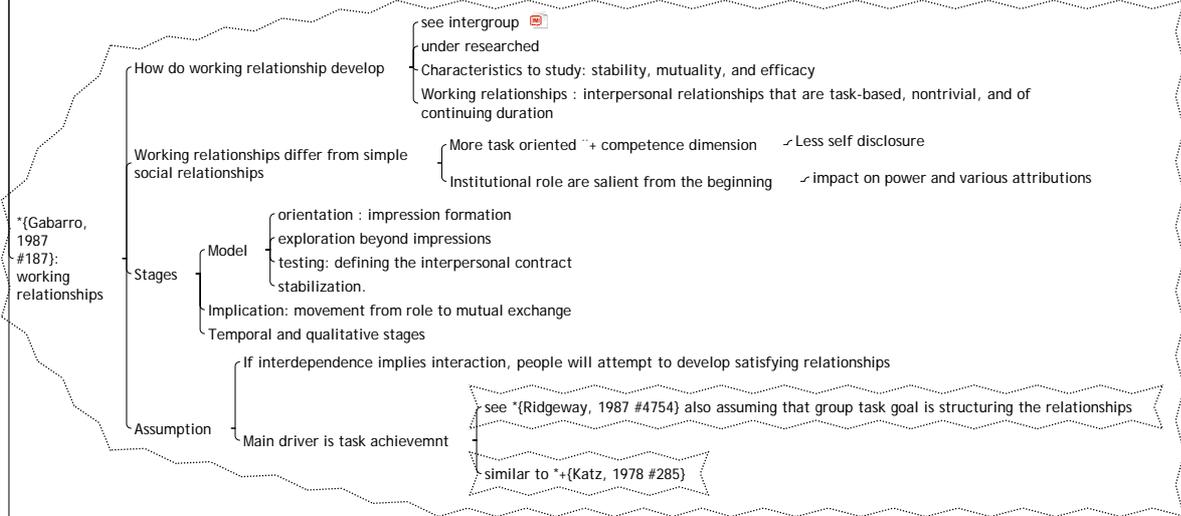
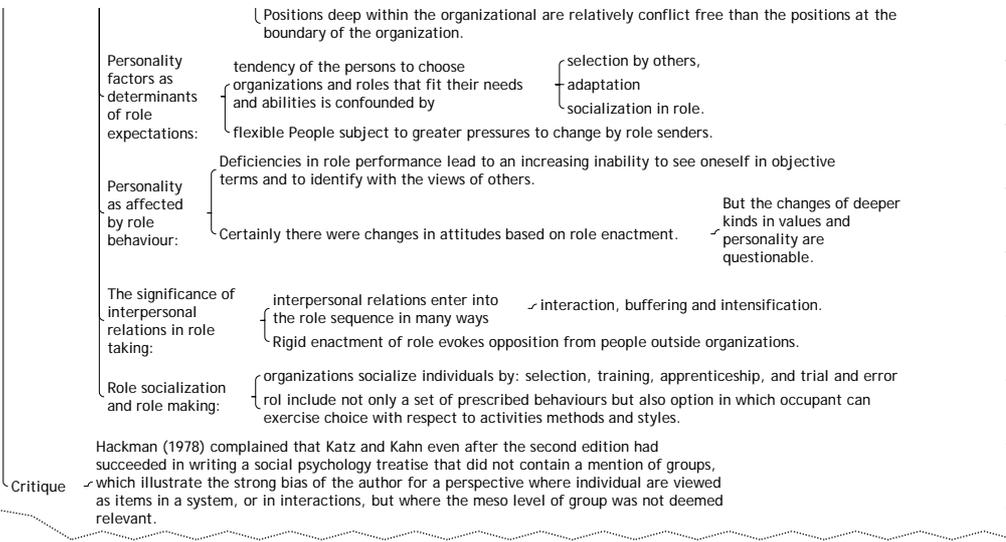


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&Role system \*(Katz, 1978 #285): Orgs as

OB approaches



Critiques

→ Most (Gabarro, Katz, Ridgeway) assume structural explanation → Ignorance of subjective explanations (ex: improvement of self concept) ?

14. Interpersonal

- 16. Group Inter → Analysis at multiple level from interpersonal to intergroup → \*(Alderfer, 1982 #6)
- 17. Self & identity → see interaction in establishment of identity in inter pers (swann)