

**Summaries of Selected Sessions from the
2008 AMA Winter Educators' Conference
(Austin, TX)**

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2.5 Interorganizational SIG (Special Session)

Fairness and Justice in Interorganizational Relationships

Chairs:

Eugene Sivadas, University of Washington

Vishal Kashyap, Xavier University

Participants:

Interorganizational Justice in Asymmetrical Channel Relationships: Mediating the Effects Of Exchange Maintenance On Satisfaction

Vishal Kashyap, Xavier University

Thomas Brashear, University of Massachusetts

Chris Manolis, Xavier University

Perceptions of Justice in Marketing Channels: The Impact of Monitoring

Chiharu Ishida, Illinois State University

James R. Brown, West Virginia University

Fairness in Channel Relationships: Is What We Think We Know True?

Lisa K. Scheer, University of Missouri-Columbia

Session Summary Writer: James Loveland, Arizona State University

The focus of this session was on the issue of organizational justice and fairness. One of the topics discussed was the issue of fairness itself. The term “fairness” is often used as a synonym for terms such as justice and equity, yet the concept of fairness itself is not well articulated. Moreover, it can differ across cultures and across organizations because there are many different outcomes that may be fair along one dimension yet unfair along others (such as a fair trial with the wrong verdict). Fairness also implies some external reference point, but that reference point is not always stipulated in research. In other words, what prior outcomes are being used to assess fairness? The outcomes of similar others? One’s own prior outcomes? Estimates of current inputs? As such, it is important to acknowledge that fairness does not always equal fairness and that components of fairness should not be assumed.

Another topic discussed was an investigation of notions of justice and how they are influenced by behavioral monitoring. Data gathered from research with automobile franchises and manufacturers suggest that among other significant relationships found, that monitoring and perceptions justice were significantly related, as were incentives and perceptions of justice. More importantly, justice was a significant mediator of both Economic (ES) and Non-Economic Satisfaction (NES)

Also discussed was the ways in which different notions of justice (Procedural, Interactional, and Distributive), conceptualized as Relational Consequences, are affected by monitoring, discipline, and crowding-out. It was found that relational solidarity moderates these relationships. Recommendations for managers, including the reduction of role ambiguity, developing a norm of solidarity, and reducing reactance were also discussed.