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Concrete Construction Employees:

When does procedural fairness shape self-evaluations?

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Abstract

According to the Group Value Model, group authorities and procedures communicate symbolic information to people about whether the group values or respects them.

Employees for a concrete construction company completed a questionnaire about their work experiences in either English or Spanish. Among employees who identified more strongly with the concrete construction company, the quality of supervisor treatment predicted employees' feelings of respect and personal self-efficacy. Further, for employees who identified with the company, feeling respected by their colleagues mediated the relationship between fair treatment by a single supervisor and self-efficacy. Even when the working context encourages short term and instrumental goals, these results suggest that employees who identify with the company still care about fair treatment because of the self-relevant information it communicates to them.

Concrete Construction Employees:

When does procedural fairness shape self-evaluations?

The traditional view of social interaction found within social exchange theories (Thibaut & Kelley, 1959) and realistic group conflict theories (Sherif, 1967; Taylor & Moghaddam, 1994) is that people's interactions are shaped by their desire to gain benefits and avoid costs. Thibaut and Walker (1975) extended this model to the area of procedural justice and argued that people care about the fairness of procedures because they view procedures as related to the nature of the outcomes they receive when dealing with others. The Group Value Model (Lind & Tyler, 1988; Tyler & Lind, 1992) argues for a different underlying motivation for people's concerns about procedural justice. The model suggests that fair procedures and treatment communicate the message to people that they are important and included within the group. Unfair procedures and treatment communicate the message to people that they are marginal or excluded from the group. The Group Value Model developed as an explanation for why the procedural fairness of single interactions with one group representative could shape people's general opinions about the group, their willingness to help the group, and their willingness to forego their personal self-interest (see Tyler & Blader, 2000 for a review).

The goal of the Group-Value Model is to explain why relational elements of procedures (e.g., honest, trustworthy and unbiased treatment) influence people's attitudes and behaviors (Tyler & Lind, 1992), as opposed to elements of procedures that might be linked to process or decision control (Heuer, Penrod, Hafer & Cohn, 2002; Thibaut &

Walker, 1975). The Group Value Model suggests that if people interpret the relational elements of procedural fairness as symbolic information about their value to a larger group, their perceptions of procedural justice will influence their self-evaluations. However, the impact of perceived procedural fairness on self-evaluations should be greatest when people identify with the group the authority represents. If people don't identify with the group the authority or procedures represent, the symbolic value of procedures and authority behavior should not be relevant. This argument builds upon the insight articulated by social identity and self-categorization researchers that people incorporate important group memberships (or social identities) into their self-concept (Ellemers, Spears & Doosje, 1999; Tajfel & Turner, 1986; Turner, Hogg, Oakes, Reicher & Wetherell, 1987). People strive for positive social identities and they will be particularly sensitive to information about both their group's value and their value to the group (Ellemers et al, 1999; Schmitt & Branscombe, 2002).

We propose that the enactment of procedures, particularly by group authorities, tells people whether they are valued or respected by the group represented by the procedures or authorities (Tyler, Degoey & Smith, 1996). Respect is a psychological construct that captures people's views of their value to the group. Feelings of respect represent an entire group's opinions rather than the sum of idiosyncratic interpersonal relationships with a variety of people (Ellemers, Doosje & Spears, 2003; Emler & Hopkins, 1990). Because authorities represent the group, people typically see their behavior as indicating the views of the entire group (Haslam & Platnow, 2001).

Perceptions of procedural fairness should shape self-evaluations for people who identify with the group because it symbolizes whether the group respects the person. Therefore, we expect judgments about whether one is respected by other group members to mediate the influence of procedural fairness on self-relevant judgments, but only for people who view the group as important to them.

We find evidence for the self-evaluation hypotheses of the Group Value Model in a survey of university students who described a recent conflict with a faculty or staff member of the university (Smith, Tyler, Huo, Ortiz & Lind, 1998, study three). As the Group Value Model predicts, how fairly students felt the staff or faculty member treated them was related to how respected they felt by the university community and their personal self-esteem, but only if they identified closely with the university. Feeling respected by the university community also mediated the relationship between perceptions of authority treatment and personal self-esteem among students who identified closely with the university.

In this study, we survey the employees of a concrete construction company about their experiences with their immediate work supervisors. We focus on this group of employees because their work may be less psychologically involving and more instrumental than for participants in previous Group Value Model research. Most construction workers view their work as a means to an income and as quite separate from their non-working lives. Further, in this setting, membership in the group was intermittent and seasonal. Recent procedural justice research involving “blue-collar”

workers suggests that the quality of supervisor treatment may not affect employees' self-evaluations in this context. Production workers' commitment to the organization was more closely related to whether they felt that the procedures offered them control over the decision-making procedures than to their symbolic value (Magner, Walker & Johnson, 1992). For applicants to a utility meter job, organizational attractiveness was more closely related to whether they passed a selection test than to their assessment of procedural fairness (Maertz, Mosley, Bauer, Posthuma & Campion, 2004).

Initial evidence for the value of surveying this group of construction workers came from our pilot testing of the questionnaire. First, when we translated the company identification and respect questions into Spanish, they required more contextual detail before they were meaningful to native Spanish speakers (Velasquez, personal communication). This difference may reflect a cultural difference in which Spanish speakers view the person as more interdependent and contextually defined than do English speakers (see Andrade-Velasquez, Ayala, Leierier, Myers & Lange, 2004; Fiske, Kitayama, Markus & Nisbett, 1998). Second, when construction workers employed at other companies reviewed the questionnaire, they uniformly selected the items from the Rosenberg personal self-esteem scale (1979) as questions that they would not answer. They described the items as too "psychological", "foofy" and as irrelevant to how they thought about work.

Given the reaction to the personal self-esteem measure, we used this project as an opportunity to consider a different self-evaluation – self-efficacy (Bandura, 1997) - that

might be shaped by feelings of respect and perceptions of procedural fairness. Self-efficacy is defined as a belief in one's ability to reach one's goals and accomplish tasks (Bandura, 1997) whereas personal self-esteem is generally defined as a global value judgment about the self (Baumeister, 1998). Judge, Locke and Durhm (1998) suggest that self-efficacy and personal self-esteem represent core self-evaluations, or basic conclusions that people hold about themselves. Although personal self-esteem and self-efficacy represent distinct constructs, Judge and his colleagues propose that they represent (along with internal locus of control and emotional stability) a higher order core self-evaluation. More importantly, including a measure of self-efficacy in this study extends the Group Value Model to a self-evaluation measure more closely linked to motivation. Greater self-efficacy is linked to higher academic achievement, better physical health, and working harder and longer on tasks (Bandura, 1997). The motivational implications of differences in personal self-esteem remain controversial (Baumeister, Campbell, Krueger & Vohs, 2003).

In this study, we use a measure of procedural fairness designed to represent relational conceptualizations of procedural justice in which the focus is on the fairness of interpersonal treatment by authorities (sometimes defined as interactional justice, Bies & Moag, 1986; Bies & Shapiro, 1987; Blader & Tyler, 2003) to test two hypotheses. First, we predict that procedural fairness will be most closely related to feeling respected and self-efficacy for employees who identified closely with the company. Second, we predict that feeling respected by company employees will mediate the relationship between

procedural fairness and self-efficacy for those employees who identified most closely with the company.

We also include two other variables in our model. We include the language of the questionnaire in all the regression equations for two reasons. First, the language of the questionnaire can influence levels of identification with one's native and host country (Barreto, Spears, Ellemers, & Shahinper, 2003) and general satisfaction with services (Andrade-Velasquez et al 2004). Second, recent research also suggests that there might be cultural differences between Latinos and European-Americans in their attitudes towards authorities and their beliefs in the just world (Hunt, 2000).

We also consider the possible influence of outcome favorability on feelings of respect and self-efficacy. Reviews of procedural justice research document direct and indirect influences of outcome favorability on justice judgments, self-evaluations and organizational outcomes (e.g., job satisfaction, organizational commitment, decision acceptance, Brockner, Heuer, Magner, Folger, Umphress, van den Bos, Vermunt, Magner & Siegel, 2003; Colquitt & Greenberg, 2003; Tyler & Lind, 1992). It will be a stronger test of our hypotheses if the relationships among company identification, fair treatment, feeling respected and self-efficacy remain even after we consider the possible influence of receiving favorable outcomes and language differences.

Method

Participants

Twenty-seven employees of a family owned concrete construction company completed an English version and 22 employees completed a Spanish version of the questionnaire. Eighty-two percent of the respondents belonged to the union (but none of the respondents held a union office.) Forty-three percent worked as manual laborers, 33.4% worked as cement masons, 11.9% worked as carpenters and 12.0% of the respondents worked as field supervisors. Forty-nine percent of the respondents were born in the United States, 45% identified themselves as white, and 37% identified themselves as Hispanic. The average hourly wage was \$25.00 (ranging from \$8.00 to \$40.00 an hour) and the average age was 41 (ranging from 17 to 69 years of age.)

Design

A bilingual Spanish and English speaker translated the original questionnaire to Spanish and a second bilingual speaker translated the subsequent Spanish questionnaire back to English (Brislin, 1970). The process continued until it was clear that the final translations were equivalent to each other. To insure that the Spanish-speaking respondents adequately understood the intended meaning of our questions, in the final questionnaire, all the questions became more contextualized than the original English statements that we have used in previous research (Velasquez, personal communication). For example, we revised the statement “My co-workers respect me.” to read “I believe that all my co-workers respect me more as a person than they respect others.”

Variables

Job characteristics. Participants were asked to rate from 1 (not at all important) to 5 (very important) the importance of eleven different aspects of their work including whether it was an interesting job, whether they had a good boss, whether they received recognition and appreciation for their work, whether their job had a lot of power, whether it was a prestigious or high status job, whether they had good working conditions, whether company rules, regulations and procedures were fair, whether they received good pay, whether they had the opportunity to grow through learning new things, and whether it was a job they could do really well (Robbin, 1997).

Identification with the group. The answers to five questions were combined to measure identification with the concrete construction company: (1) Being a worker for this construction company is very important in my life (reverse scored); (2) I tell my friends and family that I work for this construction company (reverse scored); (3) I am proud to work for this construction company (reverse scored); (4) I feel good when people know that I work for this construction company (reverse scored); and (5) When someone asks me where I work, I wish that I did not have to tell them. Participants rated each statement from agree strongly (1) to disagree strongly (5) (Cronbach's $\alpha=.86$)

Procedural Fairness. We asked respondents to think about their relationships with their immediate supervisor. For laborers, cement masons and carpenters, this person was the

field supervisor. For field supervisors, this person was a job contractor who was not always at the job site. The answers to six questions were combined to measure procedural fairness: (1) Overall, how fairly does your supervisor treat you? Very unfairly (1), Somewhat unfairly (2), Somewhat fairly (3), Very fairly (4); (2) In general, how fair are the procedures used to handle problems? Very unfair (1), Somewhat unfair (2), Somewhat fair (3), Very fair (4); (3) How often does your supervisor lie to you about issues related to work? (reverse scored) Never (1), A little (2), Some (3), Always (4); (4) How much concern does your supervisor show for your rights? None at all (1), A little (2), Some (3), A great deal (4); (5) How hard does your supervisor try to be fair to you? None at all (1), A little (2), Some (3), A great deal (4). Participants rated each question on the relevant four-point scale (Cronbach's $\alpha=.83$).

Respect from other group members. Participants rated their agreement with the statement "I believe that all my co-workers respect me more as a person than they respect others" from 1 (Agree strongly) to 5 (Disagree strongly). We reversed scored the ratings to make the data easier to interpret.

Personal Self-Efficacy. To measure respondents' level of self-efficacy, their answers to five questions were combined. We included four questions from a scale designed to measure work-related self-efficacy beliefs (Schwarzer & Jerusalem, 1992): (1) I can resolve difficult things at work if I try hard enough. (2) I trust myself to resolve unexpected problems at work. (3) When I have a problem at work, I usually can find several solutions to resolve it. (4) I can usually solve problems at work. Participants

rated each questions from (1) not at all true to (4) exactly true. Participants also indicated how easily they could get another job from not at all (1) to very easily (4). (Cronbach's alpha=.90).

Outcome favorability. We asked participants to take a few minutes to think about any disagreements or conflicts at work that involved their supervisor. To measure whether the outcomes of these disagreements or conflicts were generally favorable, the answer to four questions was combined: (1) In general, how favorable are your outcomes? Very unfavorable (1), Somewhat unfavorable (2), Somewhat favorable (3), Very favorable (4); (2) In general, how fair are the outcomes you receive when you talked with your supervisor? Very unfair (1), Somewhat unfair (2), Somewhat fair (3), Very fair (4); (3) To what extent do you receive the outcomes that you deserve when you talked with your supervisor? I receive much less that I deserve (1), I receive somewhat less than I deserve (2), I receive somewhat more than I deserve (3), I receive much more than I deserve (4); (4) How do your outcomes compare to the outcomes other people generally receive when they go to your supervisor with similar disagreements or problems? Much worse (1), Somewhat worse (2), Somewhat better (3), Much better (4). Participants rated each question on the relevant four-point scale (Cronbach's alpha=.71).

Results

Summary statistics and intercorrelations for all the variables included in the regression model are presented in Table 1. All variables except questionnaire language were treated

as continuous and centered before they were included in the analyses. Because of our theoretical predictions, we limited our analyses to bilinear interactions.

To evaluate our assumption that employees viewed their work in instrumental terms, a one-way ANOVA with the importance of job characteristics as the repeated measure revealed that participants rated “good pay” as the most important factor ($M=4.75$, $F(10,29)=23.06$, $p<.05$). Further simple contrast tests revealed that the only factor not rated as statistically significantly less important than “good pay” was “job security” ($M=4.67$). In contrast, the opportunity to get ahead ($M=3.34$) and whether a job was prestigious or high status ($M=3.23$) were rated as the two least important aspects of a job.

Feeling respected by other company employees

The first question is whether the degree of identification with the concrete company moderated the relative importance of procedural fairness to feeling respected by other employees. A hierarchical multiple regression procedure (Aiken & West, 1991; Cohen, Cohen, West & Aiken, 2003) with respect from other concrete employees as the outcome variable was used to test the statistical significance of a two-way interaction between procedural fairness and identification (see Table 2). We entered questionnaire language (with Spanish coded as 2 and English coded as 1) and outcome favorability in a first step of a regression analysis. Procedural fairness and identification were entered in a second step and the interaction term was entered in the third step as a test of the statistical significance of a two-way interaction between procedural fairness and identification.

As shown in Table 2, there was also a marginally statistically significant tendency for respondents who felt identified less closely with the company to report greater feelings of respect ($\beta = -.28, p < .10$). More importantly, the regression coefficient for the two-way interaction term was statistically significant ($\beta = .37, p < .05$) and its addition to the equation results in a statistically significant improvement in prediction over and above the effects of the other terms (*change in $R^2 = 7.8\%$, $F(1,41) = 4.22, p < .05$*). The final equation was statistically significant ($F(5,41) = 2.60, p < .05$), with the five predictors together accounting for 14.8% of the adjusted variance in feeling respected.

Because the interaction term is significant, simple slopes analysis was conducted to better illustrate the nature of the interaction (Aiken & West, 1991; Cohen, Cohen, West & Aiken, 2003). To illustrate the interaction between fair treatment and company identification, we plotted the simple slopes of feeling respected on fair treatment if the value for identification represented one standard deviation above and one standard deviation below the mean level of identification (see Figure 1). The significant interaction term indicated that the simple slopes of feeling respected on fair treatment differed from one another as a function of the level of company identification. We also examined whether the simple slopes represented in Figure 1 were statistically significantly different from zero. When identification was high, procedural fairness reached statistical significance ($\beta = .44, p < .05$) but when identification was low, procedural fairness did not reach statistical significance ($\beta = -.19, p = .59$). As predicted,

procedural fairness is statistically significantly related to feeling respected by other employees only for employees who identified closely with the company.

Personal self-efficacy

The second question is whether degree of identification with the company moderated the relative importance of procedural fairness in shaping personal self-efficacy. After entering questionnaire language and outcome favorability, procedural fairness and identification were entered in a second step and the interaction term was entered in the third step. As shown in Table 3, respondents who completed the English questionnaire reported more self-efficacy than respondents who completed the Spanish questionnaire ($\beta = -.32, p < .05$).

The final step of the analysis revealed that the regression coefficient for the two-way interaction term was statistically significant ($\beta = .37, p < .05$) and its addition to the equation results in a statistically significant improvement in prediction over and above the effects of the other terms (*change in* $R^2 = 8.2\%$, $F(1,41) = 5.79, p < .05$). The final equation was statistically significant ($F(5,42) = 5.81, p < .05$), with the five predictors together accounting for 33.8% of the adjusted variance in self-efficacy.

To illustrate the interaction between fair treatment and company identification, we plotted the simple slopes of feeling respected on fair treatment if the value for identification represented one standard deviation above and one standard deviation below the mean

level of identification (see Figure 2). The significant interaction term indicated that the simple slopes of self-efficacy on fair treatment differed from one another as a function of the level of company identification. We also examined whether the simple slopes represented in Figure 2 were statistically significantly different from zero. When identification was high, procedural fairness reached significance ($\beta=.39, p<.05$) but when identification was low, procedural fairness did not reach significance ($\beta=-.26, p=.91$). As predicted, procedural fairness is statistically significantly related to personal self-efficacy only for employees who identified closely with the company.

Tests of mediation

The third question is whether feeling respected by other employees mediates the relationship between procedural fairness and personal self-efficacy when participants identify closely with the construction company. Using a median split (Median=3.00), we classified 24 participants as closely identified with the company. To explore the structure of the causal paths that might underlie the pattern of correlations for the participants who identified closely with the concrete company, we used regression analyses to generate the path coefficients presented in Figure 3. First, procedural fairness is statistically significantly related to both feeling respected ($\beta=.46, p<.05$) and personal self-efficacy ($\beta=.45, p<.05$), satisfying the first requirement of a mediation analysis (Baron & Kenny, 1986). Second, feeling respected is statistically significantly related to personal self-efficacy ($\beta=.42, p<.05$). Third, when feeling respected is included in the equation for predicting personal self-efficacy, the regression coefficient for the path between

procedural fairness and personal self-efficacy is reduced ($\beta=.28, p=.11$). Respect remains statistically significantly related to personal self-efficacy ($\beta=.33, p<.05$). A Sobel test indicates that the indirect path from treatment quality to personal self-esteem is statistically significantly different from zero ($z=2.06, p<.05$), and 38.1% of the total effect is due to the mediated relationship (see MacKinnon & Dwyer, 1993).

Among low identified participants ($n=23$), there was no statistically significant relationship between procedural fairness and personal self-efficacy ($\beta=-.03, p=.98$) preventing a test of the mediational relationship.

Alternative models. Although we argue that perceptions of perceived procedural justice shape the self-evaluations of participants (who identify closely with the company), the correlational nature of this data does not preclude the possibility that self-efficacy shapes perceptions of procedural justice (e.g., Heuer, Penrod, Hafer & Cohn., 2002; Vermunt, Van Knippenberg, Van Knippenberg & Blaauw, 2001). We explored two different possibilities suggested by recent research. First, we tested the possibility that feeling respected by others might mediate the relationship between self-efficacy and procedural fairness (regardless of the level of identification with the company). Self-efficacy is marginally related to procedural fairness ($\beta=.23, p<.10$) and significantly related to feeling respected ($\beta=.53, p<.001$). However, feeling respected is not statistically significantly related to self-efficacy beliefs ($\beta=.21, p=.10$). Therefore, the full mediational relationship could not be tested.

A second model (Vermunt et al., 2001) suggests that depending upon their level of self-efficacy, people may be more or less sensitive to the symbolic implications of procedural fairness (regardless of participants' level of identification with the group). In other words, self-efficacy may moderate the relationship between perceptions of procedural fairness and feeling respected. Questionnaire language and outcome favorability were entered in a first step, self-efficacy and feeling respected by others were entered in a second step and the interaction term was entered in the third step of a regression equation predicting perceptions of procedural fairness. The regression coefficient for the two-way interaction between self-efficacy and feeling respected by others was not statistically significant ($\beta=.56, p=.26$) and its addition to the equation did not significantly improve the variance explained by the regression equation.

We also explored whether feeling respected might mediate the relationship between personal self-efficacy and company identification (one possible reverse causal path.) However, self-efficacy was not statistically significantly associated with company identification ($\beta=.07, p=.61$) when outcome favorability and questionnaire language were included in the regression model.

Discussion

These results show that even when the working context encourages short term and instrumental goals, people who identify with the company still care about procedural fairness because of the self-relevant information it communicates to them. In this study,

the way that supervisors treated employees shaped employees' feelings of respect and self-efficacy, but only for employees who cared about the company. Further, for employees who identified with the company, feeling respected by their colleagues mediated the relationship between fair treatment by a single supervisor and self-efficacy.

What is striking about the findings is the manner in which procedural justice shapes self-efficacy. Most self-efficacy research focuses on people's personal experiences with tasks or their observations of models as a source of self-efficacy (Bandura, 1997). However, Bandura (1997) also suggests that others' opinions about one's competence can be a source of information about one's own self-efficacy beliefs. A key question is whether a person believes that the information comes from a credible source. Although source credibility has been defined as the expertise or status of a single person, one indication of credibility is group membership (Turner, 1991). Therefore, it does not seem surprising that the knowledge that a group that is important to you respects you increases feelings of competence and effectiveness.

Procedural justice researchers recognize that treating people with dignity and making fair decisions influence their feelings of personal self-esteem (Koper, Van Knippenberg, Bouhuijs & Wilke, 1993; Smith et al., 1998; Tyler et al., 1997). Unfortunately, the motivational status of personal self-esteem is problematic (Baumeister, Campbell, Krueger & Vohs, 2003). There is little evidence that higher personal self-esteem promotes better job or task performance (see Baumeister, et al 2003 for a review). In contrast, general self-efficacy is associated with better task and job performance and

more innovative and helpful organizational behavior (Eden, 2003; Greenberg & Baron, 2003). Evidence that fair treatment and feeling respected is associated with feelings of personal competence suggests how fair treatment might motivate better performance.

To our knowledge, this is the first study to explore the relationship between fair interpersonal treatment by supervisors and personal self-efficacy. However, the sample size is small and we use a single question to measure employees' feelings of respect. Given the substantial evidence showing the relationship between personal self-efficacy, work motivation and performance (see Eden, 2003 for a review), and the problematic status of personal self-esteem as a predictor of related attitudes and behavior (Baumeister et al, 2003), we think that the possibility that procedural fairness can increase employees' feelings of competence and motivation is an exiting and fruitful area of research.

It is important to note that we are not suggesting that outcome favorability does not influence organizational attitudes and behavior. Although outcome favorability is not closely related to the self-evaluations that are the focus of our study, other research shows that favorable outcomes are associated with more positive self-evaluations, greater job satisfaction, organizational commitment and decision acceptance (see Baumeister et al, 2003; Brockner et al, 2003; Colquitt & Greenberg, 2003; Tyler & Blader, 2000 for reviews.) We also do not know whether the self-relevant implications of informal treatment quality that we find in this study will extend to formal aspects of treatment quality like grievance processes (see Blader & Tyler, 2003).

Finally, because these data are correlational and based on self-reports, any causal inferences should be made cautiously, if at all. In particular, it is likely that self-evaluations shape perceptions of respect and procedural fairness. For example, Heuer and his colleagues (1999) show that people with higher self-esteem will be more likely to view themselves as deserving of fair treatment, and therefore more likely to use the respectfulness of their treatment to evaluate procedural fairness (see also Van den Bos & Miedema, 1999). Similarly, Brockner and his colleagues (1998) show that people with high self-esteem were more confident about the benefits of voice and more concerned with using it than were people with low self-esteem. The same argument is easily extended to self-efficacy beliefs. People who feel more competent may expect and obtain more procedural fairness and respect from others than people who feel less competent.

On the other hand, people with low personal self-esteem might be more sensitive to the status implications of how procedures are enacted. People with low personal self-esteem are less certain about their self-knowledge, more emotionally volatile and more susceptible to external influences (Baumeister, 1998). Therefore, they may react more strongly to the self-relevant implications of procedural fairness. In a recent study of people detained in Dutch jails, people who reported low personal self-esteem viewed the quality of their treatment by authorities as more closely related to the fairness of their outcomes than comparisons to the outcomes of others. For people who reported high personal self-esteem, comparisons to other people's outcomes was more closely related to their judgments of outcome fairness than was their treatment by authorities (Vermunt et al. 2001).

However, the possibility that self-evaluations may shape reactions to procedural fairness and sensitivity to respect does not undermine our argument. First, we are not proposing a direct relationship between procedural fairness and self-evaluations (as argued in research treating personal self-esteem as an influence on perceptions of procedural fairness), but rather that procedural fairness shapes self-evaluations only when people care about the group the authorities and procedures represent. This argument is not a simple reversal of the causal direction between procedural fairness, feeling respected and self-evaluations. Second, our purpose here is to illustrate the self-relevant implications of procedures for people who care about the group. In other research, we link procedural fairness and feeling respected by group members to discretionary and assertive behaviors on behalf of the group (Tyler & Blader, 2000; Tyler & Smith, 1999).

Results from experimental designs also suggest support for the causal relationships we propose. Using two different manipulations of treatment quality, we have shown that the procedural fairness influences feelings of respect (Smith et al., 1998). Two other sets of experiments show a direct influence of feeling respected by other group members on self-evaluations and behavior. For example, in three different experiments, Simon and Sturmer (2003) directly manipulate respectful treatment from other group members independently of how negative or positive the actual feedback is. Across three experiments, respectful treatment by other group members increased collective self-esteem and participants' willingness to engage in-group serving behavior. In a different set of experiments, Ellemers and her colleagues (2003) also directly manipulate respect

from other group members (operationalized as other group members' evaluations of the participants' descriptions of their own behavior). They find that high respect from the ingroup leads to more self-esteem than low respect, particularly if respondents identify more closely with the ingroup. Moreover, the respect manipulation also influenced participants' willingness to help the group and discriminate against an outgroup (Branscombe, Ellemers, Spears & Doosje, 2002).

Showing the self-relevant implications of procedural justice suggests why people sometimes appear to suffer silently in the face of great inequity. If people identify closely with the group the procedures represent, unfair procedures can deliver a paralyzing blow to one's feelings of respect from an important reference group and consequently, one's personal self-evaluations. Whether a group represents a traditional white-collar hierarchy or a seasonal and physically demanding occupation, if people identify with the group, procedural fairness shapes feelings of respect from other group members that in turn, shapes personal self-evaluations.

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Table 1.

Means, standard deviations and correlations for all measures

| Variable | M | SD | 1 | 2 | 3 | 4 | 5 |
|--------------------------------|------|------|------|--------|------|--------|------|
| 1. Identification with company | 3.69 | 0.98 | - | | | | |
| 2. Procedural fairness | 3.00 | 0.63 | .44* | - | | | |
| 3. Feeling respected | 2.94 | 1.33 | -.21 | .20 | - | | |
| 4. Personal self-efficacy | 3.81 | 0.65 | .06 | .45* | .46* | - | |
| 5. Outcome favorability | 3.14 | 0.47 | .35* | .53* | -.05 | .28 | - |
| 6. Questionnaire language | - | - | .02 | -.43** | -.19 | -.39** | -.09 |

Note. N=49. Entries are Pearson correlations. Spanish questionnaires were coded as 2, English questionnaires were coded as 1. Low scores indicate less identification with the company, less procedural fairness, less respect, lower self-efficacy and less favorable outcomes.

* $p < .05$ ** $p < .01$

Table 2.

The relationship among procedural fairness, identification, and feeling respected by other concrete construction employees.

| Predictors | β | R ² | Adj. R ² | Δ R ² |
|---------------------------------|---------|----------------|---------------------|-------------------------|
| <i>Step 1</i> | | .042 | .000 | .042 |
| Questionnaire language | -.05 | | | |
| Outcome favorability | -.23 | | | |
| <i>Step 2</i> | | .162 | .082 | .120+ |
| Identification with company (A) | -.28+ | | | |
| Procedural fairness (B) | .13 | | | |
| <i>Step 3</i> | | .240 | .148 | .078** |
| A X B | .37* | | | |

Note. N=49. A regression equation testing the interaction between procedural fairness and outcome fairness was not statistically significant. Spanish questionnaires were coded as 2, English questionnaires were coded as 1. Higher scores indicate more outcome fairness, more identification with the company and more procedural fairness.

+ $p < .10$. * $p < .05$. ** $p < .01$.

Table 3.

The relationship among procedural fairness, identification, and self-efficacy.

| Predictors | β | R ² | Adj. R ² | Δ R ² |
|---------------------------------|---------|----------------|---------------------|-------------------------|
| <i>Step 1</i> | | | | |
| Questionnaire language | -.32* | .268 | .235 | .268** |
| Outcome favorability | .15 | | | |
| <i>Step 2</i> | | | | |
| Identification with company (A) | -.08 | .327 | .265 | .059 |
| Procedural fairness (B) | .06 | | | |
| <i>Step 3</i> | | | | |
| A X B | .37* | .409 | .338 | .082* |

Note. N=49. A regression equation testing the interaction between procedural fairness and outcome fairness was not statistically significant. Spanish questionnaires were coded as 2, English questionnaires were coded as 1. Higher scores indicate more outcome fairness, more identification with the company and more procedural fairness.

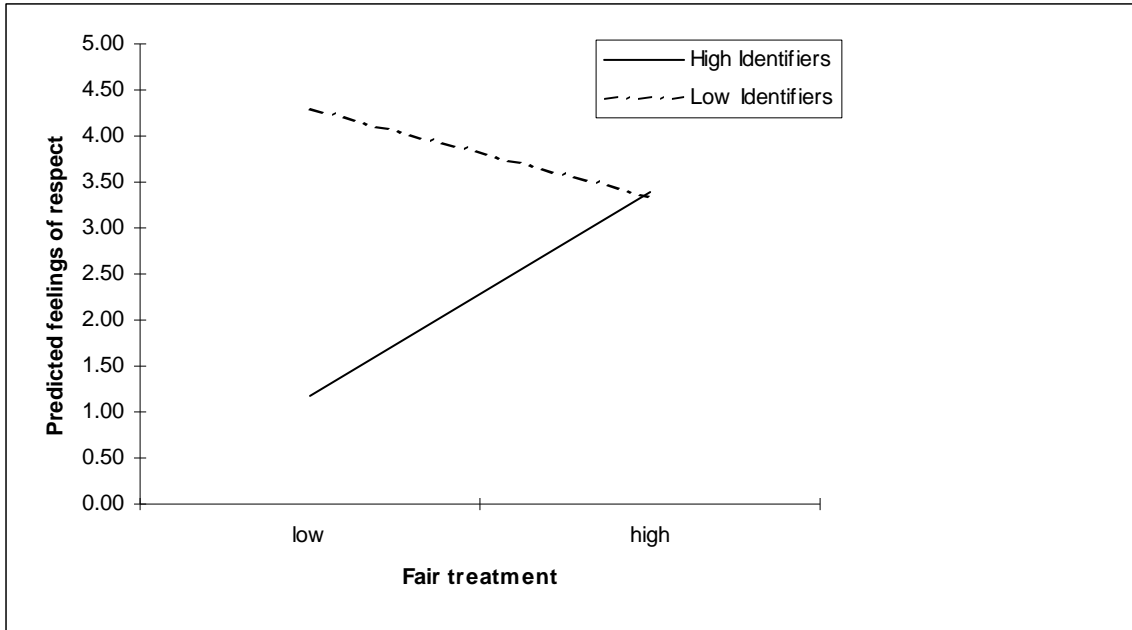
+ $p < .10$. * $p < .05$.

Figure Captions

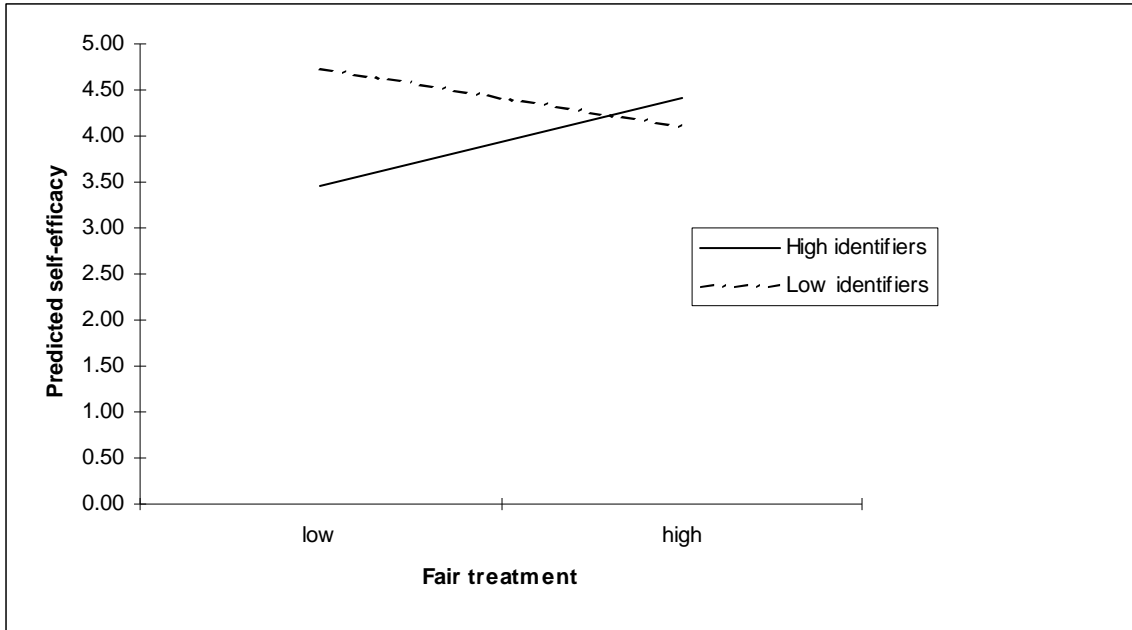
Figure 1. *Predicted feelings of respect as a function of company identification and fair treatment.*

Figure 2. *Predicted self-efficacy as a function of company identification and fair treatment.*

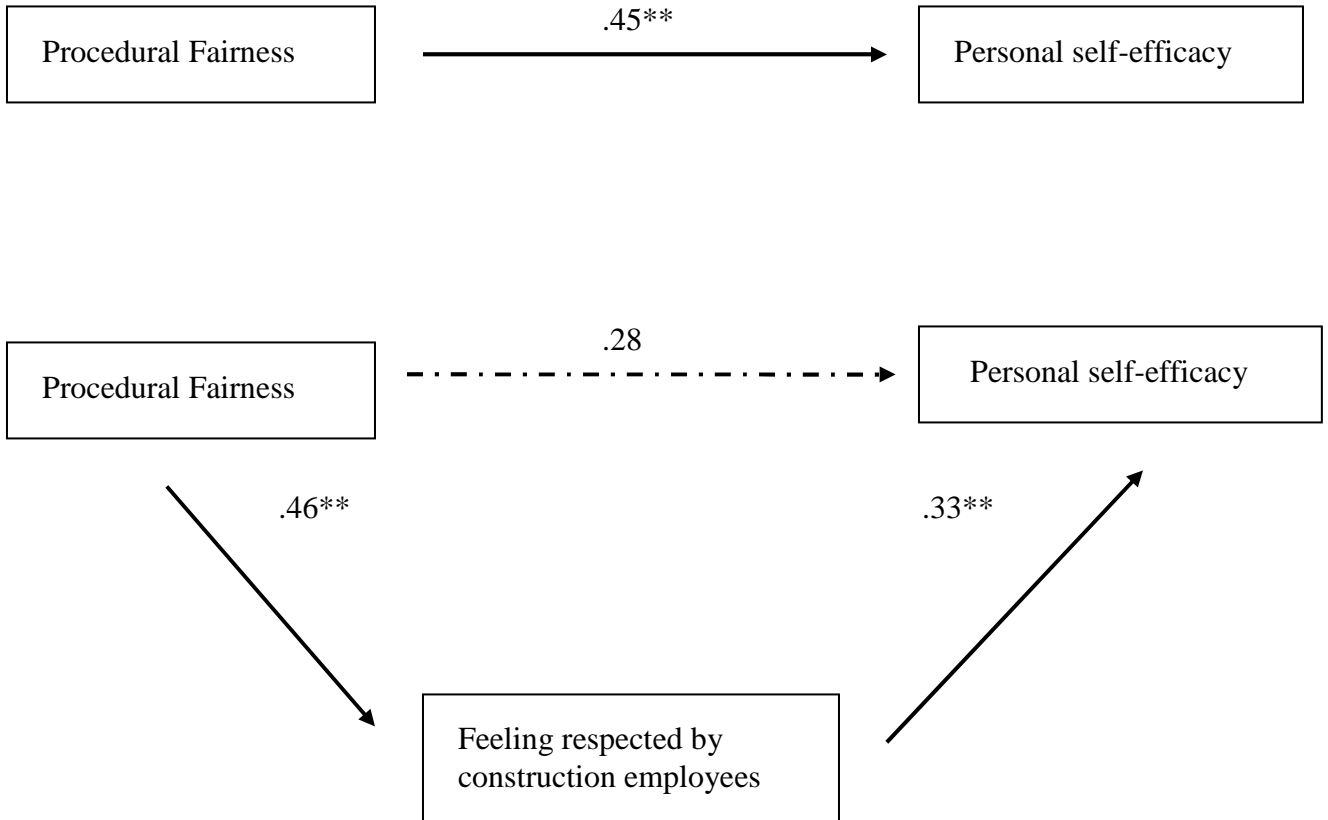
Figure 3. *Mediation of relationship between procedural fairness and self-efficacy among highly identified concrete construction employees.*



Note. Low and high values represent 1 standard deviation below and above the mean respectively. The regression coefficients used to plot the interaction are taken from a model that also includes the main effect terms for outcome favorability and questionnaire language. Higher numbers represent more respect and fairer treatment.



Note. Low and high values represent 1 standard deviation below and above the mean respectively. The regression coefficients used to plot the interaction are taken from a model that also includes the main effect terms for outcome favorability and questionnaire language. Higher numbers represent more self-efficacy and fairer treatment.



Note. N=24. Standardized regression coefficients from multiple regression equations with controls for questionnaire language and outcome favorability. The standardized regression coefficient for procedural fairness from the multiple regression equation without the mediator is given parentheses. * $p < .05$, ** $p < .01$