

FAIRNESS AS A DISCIPLINE: BUILDING COMMITMENT YOU CAN FEEL

THE FOUR DIMENSIONS OF JUSTICE

FAIRNESS

COMMITMENT

DISTRIBUTIVE & PROCEDURAL JUSTICE

Fairness judged by **OUTCOMES** (rewards/workload) & **PROCESS** consistency/transparency.

INTERPERSONAL & INFORMATIONAL JUSTICE

True justice requires treating with **DIGNITY** & providing **CANDID** explanations for decisions.

KEY FINDING: COMMITMENT VS. DEPENDENCE

WANTING TO STAY (AFFECTIVE)

NEEDING TO STAY (CONTINUANCE)

Distinguish between them for a **HEALTHY, VOLUNTARY** workforce relationship.

TURNING FAIRNESS INTO OPERATION

PROCESS STEP 1: MAKE DECISIONS CORRECTABLE

Build audits & **REMEDATION** routes into resource allocation (e.g., Salesforce's equal-pay assessments) to fix errors transparently.

PROCESS STEP 2: CLOSE THE "VOICE" LOOP

Move beyond collecting feedback; **TRACK RESOLUTION** & provide honest explanations for changes (e.g., NHS 'Speak Up' policy).

PROCESS STEP 3: DESIGN WORK FOR STABILITY

Treat scheduling/workload as **DESIGN PROBLEMS**; stable, predictable design increases **PRODUCTIVITY** & perceived fairness (e.g., Gap's Stable Scheduling).

CORRELATION DATA: JUSTICE & EMPLOYEE OUTCOMES (Punjab service-sector study)

