



Student Research Day 2020

Interdisciplinary research on
perceptions of fairness in
organizational setting.

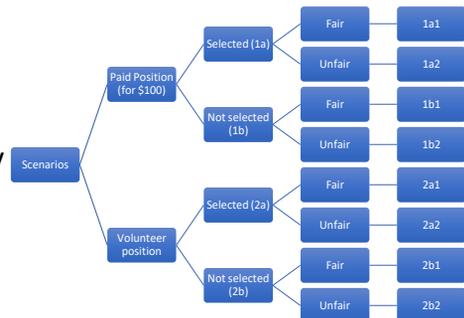
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Introduction

- People respond to incentives, more incentive → more effort
- However non-monetary factors can also affect motivation
- Research Questions:
 - Understand the role of perceived fairness in selection procedures
 - Effect of perceived fairness on performance if selected/probability of reapplying if not selected

Data collection

- Survey questionnaire among MacEwan students
- Students were presented a hypothetical scenario about recruitment for a sustainability initiative on campus
- The students were asked to rate their perception of fairness for four potential selection processes:
 - Lottery, Auction, Queue, and Authority
- 8 different versions of the questionnaire
- Includes paid versus volunteer to see if perceptions change



Summary of Respondents

252 respondents

Average age of 20 years

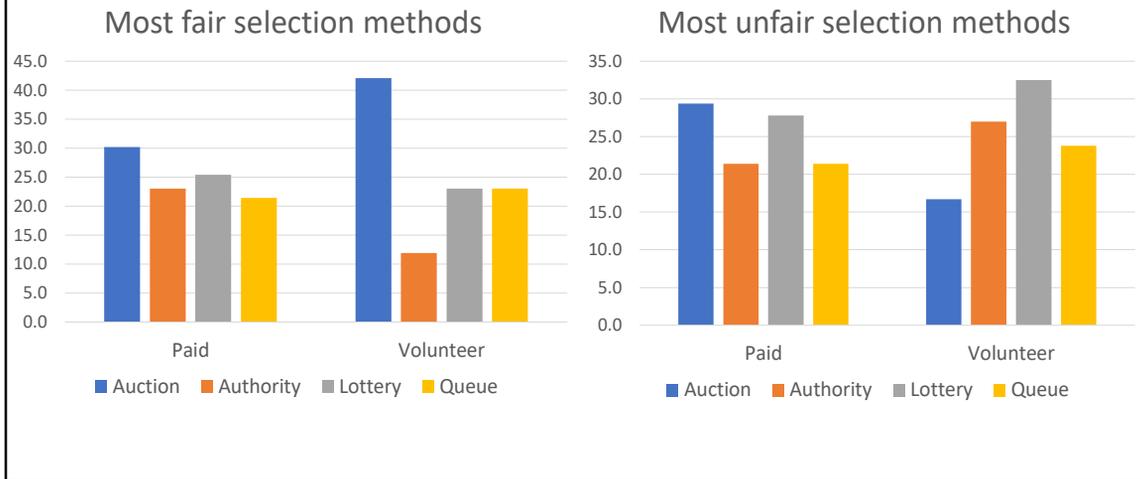
51% female

89.7% with work experience

81.8% thought the initiative would be useful
to increase awareness



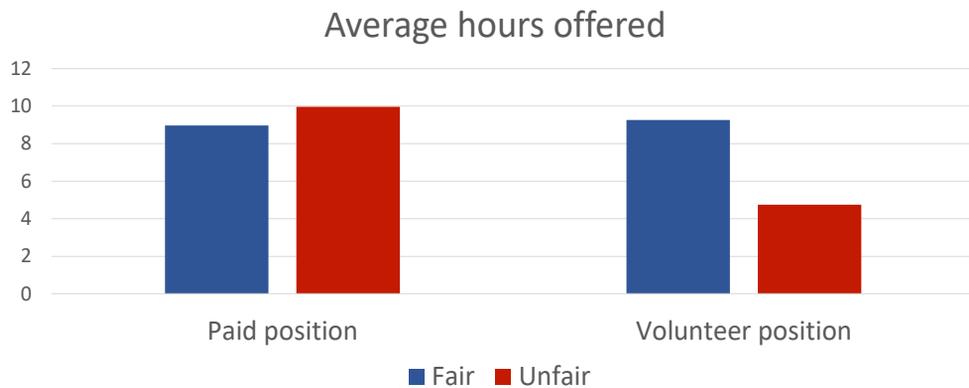
Fairness rankings



Talking notes:

Although there is preference for the auction selection process being the most fair, especially for the volunteer position, there is no statistically significant relationship between selection processes and perceived fairness.

The effect of perceived fairness on those selected

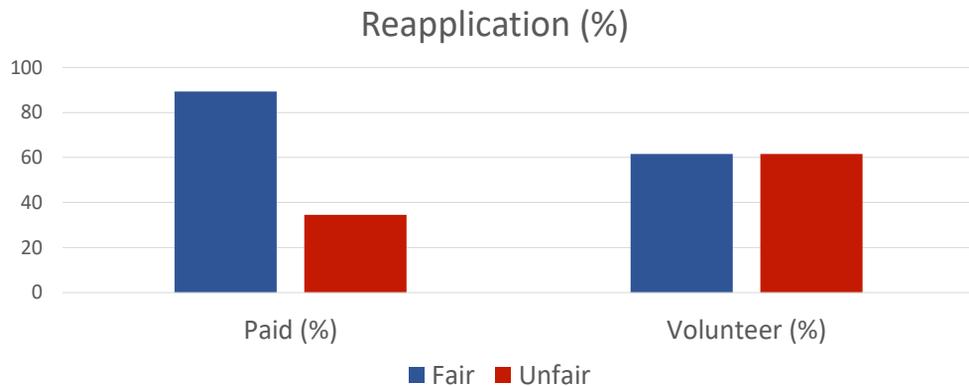


Talking notes:

For the paid position, whether or not the participants were selected fairly or not, they put in a similar number of hours

For the volunteer position, being selected unfairly drastically reduced the number of hours participants offered from 9.3 hours to 4.7 hours

The effect of perceived fairness on those not selected



Talking notes:

Fairness has a drastic effect on reapplication rate for the paid position, it goes from 89.3% will reapply when treated fairly to 10.7% when treated unfairly
Meanwhile, fairness has almost no effect on the reapplication rate volunteer position
This is also quite interesting because it is the opposite the number of hours participants offered when selected

Summary

- Although not significant, participants do appear to view some selection processes as more, or less, fair than other processes.
- For those selected, fairness had almost no effect on the participants for the paid position, but unfairness caused a very significant drop in hours provided by participants for the volunteer position.
- For those who are not selected, fairness had a significant effect on reapplication rate for the paid position, but it had no effect on the volunteer position reapplication rate.

Future implication

- It will always be important to use fair selection processes.
- However, what is perceived as fair may change from scenario to scenario.
- It will be important, especially for organizations offering volunteer position to look into what a majority of applicants will perceive as fair as it can drastically affect motivation levels.
- Fairness may not affect levels of motivation for paid positions, however in scenarios such as our that would have multiple rounds of recruitment, it may prove difficult to find applicants if the selection process used is seen as unfair