



# The Role of Distributive Justice, Procedural Justice, Interactional Justice on Organizational Justice and Its Impact on Affective Commitment at Street Trader Employees Palagan Street Km. 4–9 Sleman

Prayekti<sup>(✉)</sup> and Ratri Wisnu Pertiwi

Faculty of Economics, Universitas Sarjanawiyata Tamansiswa Yogyakarta, Yogyakarta,  
Indonesia  
yekti@ustjogja.ac.id

**Abstract.** The purpose of this study is to examine the role of distributive justice, procedural justice, interactional justice on organizational justice and their impact on affective commitment. As the population in this study are employees of street vendors on Jalan Palagan km. 4–9 sleman. With the sampling technique using a census. Data collection techniques using questionnaires and data analysis with path analysis.

The results of the study show that there is a strong relationship between the variables of procedural justice, distributive justice and interactional justice to organizational justice, with an Adjusted R Square of 0.905 or 95.5%. Simultaneously procedural justice, distributive justice and interactional justice have a positive and significant effect on overall or organizational justice with sig 0.000  $\alpha = 5\%$ . Organizational justice has a positive and significant effect on affective commitment with sig 0.000  $< \alpha = 5\%$ . Simultaneously the variables of procedural justice, distributive justice and interactional justice have a positive and significant effect on affective commitment with sig 0.000  $\alpha < 5\%$ . From the results of the path analysis, it can be seen that only interactional justice has an effect on justice as a whole and has a positive and significant effect on affective commitment. Meanwhile, procedural justice, either directly or indirectly, does not affect affective commitment. Likewise for distributive justice either directly or indirectly does not affect affective commitment with an  $\alpha$  of 5%.

**Keywords:** Distributive Justice · Procedural Justice · Interactional Justice · Organizational Justice · Affective Commitment

## 1 Introduction

The company's success in achieving its goals cannot be separated from the commitment of employees or human resources. According to Meyer & Smith, (2000) the successful use of human resources can help grow employee commitment. Likewise for employees

who work at street vendors on Jalan Palagan Km. 4 - 9 Sleman must have a strong affective commitment, so that it will have an impact on his work performance which in the end the company's goals will be achieved.

Street vendors or commonly abbreviated as PKL is a term to refer to hawkers of wares who use carts. In "etymology" or language, traders are usually interpreted as types of work related to buying and selling. Street vendors can be interpreted as traders who do not have a permanent or fixed business location. Meanwhile, according to the general Indonesian dictionary by W.J.S Poerwadar Minta, the term sidewalk is a floor that is given a roof as a link between the house and the house that usually sells on the side of the road.

Research by Brown, (1996) argue that understanding the processes associated with organizational commitment has implications for employees, the organization, and society as a whole. A number of studies have shown that commitment causes certain behaviors in organizations. [1]. The commitment refers to a single or undimensional concept. Furthermore, Meyer & Smith, (2000) explained that Multidimensional organizational commitment is divided into three dimensions that are different from one another, including normative commitment, continuance commitment and affective commitment. In this study affective commitment is more relevant in influencing behavior. N. Allen & J. Meyer, (1990) explained that affective commitment is a form of emotional attachment of employees to their organization. This requires an understanding of the mechanism by which HRM practices influence employee commitment, namely through organizational justice.

Perceived fairness is always associated with the concept of justice in organizations [3]. (Greenberg, (1987) defines organizational justice as the view that its members are treated fairly in the organization. Organizational justice consists of three concepts namely; Distributive justice, procedural justice and interactional justice. According to Nanath & Pillai, (2017), when procedures, results and interactional treatment are related to their influence on perceptions of fairness, will have an impact on commitment. Previous research has shown a positive relationship between organizational justice and employee satisfaction, loyalty, job performance, commitment, organizational citizenship behavior and organizational support [3]. Therefore the role of distributive justice, procedural justice, interactional justice to organizational justice has an impact on affective commitment.

## 2 Literature Review

### **Affective Commitment**

According to Alpkhan et al., (2010), organizational commitment can be interpreted as a strong desire to remain part of the organization, the desire to try as hard as possible according to organizational goals, and belief in and acceptance of organizational values and goals. Referring to the definition of organizational commitment, it appears that organizational commitment reflects employee loyalty to the organization where employees prioritize their attention to the success and progress of the organization. Organizational commitment can also be interpreted as a psychological condition that indicates the relationship between employees and their organization. Organizational commitment is a

variable that includes needs, desires and obligations manifested in three forms, namely: affective commitment, continuance commitment and normative commitment.

Affective commitment is an attitude in which a person feels related and attached to an organization because of the similarity of values and goals. This affective commitment is in the form of positive interactions between employees and the company because of the similarity of values [6]. Affective commitment can also be interpreted as the degree of loyalty of an employee to his organization. Affective commitment can affect the strong or weak involvement of employees with their organizations.

Based on the review and synthesis, affective commitment is in line with the opinion of Meyer & Smith, (2000) that affective commitment deserves to be considered as the main essence of organizational commitment [7]. The review shows that affective commitment has a long-lasting nature, is proven to be indispensable and is a characteristic of the main essence of organizational commitment so that it can be called the main essence of organizational commitment. Affective Commitment is part of Organizational Commitment which refers to the emotional side attached to an employee related to his involvement in an organization. There is a tendency that employees who have a strong Affective Commitment will always be loyal towards the organization where he works because the desire to survive comes from his heart. Affective Commitment can arise because of a need, and also a dependence on activities that have been carried out by the organization in the past then that cannot be abandoned because it will be detrimental.

This commitment is formed as a result where the organization can make employees have a strong belief in following all organizational values, and strive to realize organizational goals as the first priority, and employees will also maintain their membership (Kartika, 2011). There are several antecedents of affective commitment that have been identified, including personal characteristics, structural characteristics, work-related characteristics, and work experience, in which work experience has the strongest and most consistent relationship. Employees who have worked long enough in an organization that is always consistent in expectations and satisfaction of their basic needs will tend to form stronger affective bonds to the organization than employees who have less experience or have less satisfied needs [2].

Affective commitment reflects the strength of the individual's tendency to remain working in the organization because the individual agrees with the organization and enjoys working for the organization [8], affective commitment is the strength of the desire of employees to continue working for an organization because they agree with the goals and values of the organization. According to N. Allen & J. Meyer, (1990), affective commitment is an individual who is psychologically related to the organization that employs him through feelings such as loyalty, affection, because he agrees with the goals of the organization. Affective commitment reflects the strength of an individual's tendency to remain with the organization. Affective commitment sees organizational commitment as a form of individual emotional expression towards the organization where he works. Based on this, this study will only use affective commitment, because it is the main essence of organizational commitment.

### **Organizational Justice**

The concept of organizational justice was introduced by Greenberg, (1987) to explain employee attitudes and behavior as a reaction to organizational behavior. Organizational

justice theory [9] examines individuals' perceptions of fairness in their work relationships. Within the parameters of organizational justice, people's perceptions of fairness are closely related to fairness in decision-making, as well as how resource rewards are allocated and distributed in work contexts [4]. Thus organizational justice is the perception of an employee that is felt about fair treatment from the organization to employees.

[8] proposed a classification that differentiates aspects of perceptions of organizational justice. The first is the aspect of structural justice. The second is the aspect of social justice. The aspect of structural justice relates to the distributive and procedural dimensions, which are stable aspects in the organizational environment. Meanwhile, the social aspect is synonymous with the dynamic dimension of interactional justice. Folger and Cropanzano et al., (2001) explain that organizational justice can be defined as a condition of employment that leads workers to be considered to believe that they are treated fairly or not. Justice is about how rewards and punishments are distributed from and by the collectivity of social groups, and also includes how people manage their relationships with one another. It also includes who gets what and as participants in social transactions within the organization believe that they are good people. Meyer & Smith, (2000) also states that once we understand what is called justice, we can easily understand or feel why justice is so central to human affairs. People care deeply about how they are treated by others. This is the moral foundation of organizational justice if it reads descriptively, how do people actually behave in the organization.

Organizational justice consists of three concepts namely; Distributive justice, procedural justice and interactional justice [10]. Although there are three divisions of organizational justice constructs in the form of procedural justice, distributive justice and interactional justice, [3] stated that there is still ambiguity in the division of the construct or theory. The center of the ambiguity lies in the structure of the perception of justice. Workers seem to evaluate fairness roughly on three classes of events. Namely a) the results they receive from the organization in the form of distribution of salaries, bonuses, allowances and others, b) formal rules or the process of allocating results, and c) the interpersonal treatment they receive through the hands of decision makers within the organization. In fact, without the structure of the perception of justice, an employee can make an assessment of fairness with the available information. Organizational justice as a whole shows one's perception of justice in an organizational context. Justice researchers have added to this concept of perception on an event basis (judgments about the fairness of a specific event) and entity basis (judgments about the fairness of a person or organization over time or across situations). In addition, although some researchers have explored equity specifically (procedural justice, distributive justice and interactional justice), others have focused on assessing overall fairness such as [10].

As far as behavioral, cognitive and emotional associations are concerned, workers' perceptions of fairness in organizations are always related to the outcome of any attitude in various contexts [3]. Overall organizational perception drives the factors related to performance with commitment and behavior. The extent of the influence of justice on aspects of behavior encourages the growth of discussions about perceptions of justice as a whole. This fact shows that people really care about the perception of justice they feel [8]. Measurement of the construct of justice as a whole is also very important and has an interesting story. The initial assessment of justice led to the fact that there are three

different types of justice, but in the form of dimensions of justice that are interrelated (procedural justice, distributive justice and interactional justice). Also, each of these dimensions of justice predicts various attitudes and behaviors as a result of various or simultaneous behavioral outputs [3].

Although the three dimensions of justice are widely used and validated in many studies, many researchers are not always comfortable using this distinction as a model for measuring perceptions of fairness and there are also doubts that the fit of specific perceptions is of interest in separating the dimensions of justice [11]. While it is possible that the separation of justice is carried out partially because only selected evidence is considered as a determinant of specific behavioral outcomes that are considered attractive to researchers, this further strengthens the suggestion that the three dimensions of justice can be linked in one overall justice construct [3].

### **Distributive Justice**

Distributive justice is the perception of the extent to which rewards are allocated fairly by the organization. Examples of distributive justice are salaries, recognition, bonuses, rewards, and so on. The concept of distributive justice corresponds to the perception of fairness about the amount of compensation received by employees or workers. In the repertoire of organizational justice theory, distributive justice is the first concept to emerge. Initiated the theory of distributive justice by calling this theory the equity theory, which is closely related to results or rewards. In general, the perception of distributive justice is legitimized by comparing what one person receives with that received by another party in the same or equivalent timeline and structure [4].

Brown, (1996) states that distributive justice occurs when the more powerful partners are aware that they have some kind of obligation regarding the other partner's benefits and can be measured by identifying how the benefits and burdens are divided between the two parties. Although many social situations can be understood in terms of exchange, this framework is unable to include a concentration on justice. [12], made a general distinction about benefits between parties, namely two-way transfer of resource values and one-way distribution of resources through recipient or allocation cycle categories. Allocation occurs when the allocator distributes value in the form of gifts, resources, rights, obligations, etc. to the recipients of the allocated allocations that have been prepared. It doesn't matter whether the recipients are directly involved with each other. Many things that influence the perception of distributive justice have been explored namely:

- a) the characteristics of the relationship between group members,
- b) cognitive factors that mediate the process,
- c) the amount of relevant input and d) situational factors other personals.

### **Procedural Justice**

Procedural is an instrument used by the organization in carrying out various activities. This instrument can be in the form of written standard rules or a policy taken by decision makers. In an organizational context, the basis for sharing resources is procedure. So it is necessary for organizations to pay attention to procedural aspects, for example the clarity of information about employee payroll. [13] state that in organizations, employees also

pay attention to what matters form the basis for a rule or decision to be made. Greenberg and Folger (1983) suggest that when employees make judgments about the fairness of a managerial decision, they are concerned not only with the outcome (how much raise will I get?) but with how the decision is made (what are the criteria used for this decision?). Procedural justice including how a decision is taken is called by [14] is the first step in the terminology of procedural justice referred to in research.

The literature that emerged after that examined the effect of job appraisal on workers' perceptions of procedural fairness. Greenberg, (1987) proves that a process, both about collecting information for work assessments and the results of work assessments that have been made, has a lot to do with procedural justice. Lind & Tyler, (1992) mentions that people care about the decision-making process. They consider facts about representation, neutrality, bias, honesty, decision quality and consistency. These various concentrations are linear to the perception of workers in all forms of activity within an organization. For example, not all workers in an organization get the opportunity to experience a certain training process for promotion. Some workers who do not get this opportunity may see that giving less opportunities is a form of injustice.

Murphy and Tyler (2008) define procedural justice as a perception of justice that focuses on procedures that affect how decisions are made and perceptions of the treatment one receives from the decision maker. More specifically, rational perceptions of procedural justice show that workers do not only care about the results they receive after facing a decision-making authority (work supervisor), but they also care about the treatment received during a task they perform. Procedural justice is very important for workers, because the treatment received from an organizational authority provides information about who is the most valuable member of the group [13]. Justice as a procedure communicates respect, marginalizes someone, even makes someone feel excluded from a group or organization [15].

Several studies such as [13] show that people who feel treated fairly by an organization tend to be more accepting of a decision taken and comply with existing rules. For example, Lind & Tyler, (1992) did randomized interviews on a sample of people living in Chicago about their attitudes when dealing with the police and courts. Of the 650 people who faced these situations, it was found that there was a primacy of perceptions of procedural fairness when they faced the primary authority in law enforcement. In other words, in when someone faces an authority that involves an important decision, his perception of the decision is not a major concern. What is of primary concern is how the rationale for implementing a decision is, what underlies the decision and how the logical flow occurs.

[15] add that there is a lot of evidence that explains the importance of paying attention to procedural fairness. Procedural justice can increase a person's acceptance of decisions taken by higher authorities and acceptance of rules. Such acceptance can occur in various cases and different sets of situations, as long as there is still a perception that a person is treated procedurally fairly. On the other hand, although studies of procedural justice show that perceptions of procedural injustice can lead a person to distrust rules, the psychological mechanisms underlying this occurrence are less clear. There are differences in attitudes between people who are treated procedurally the same. One person may feel fair and another person may feel unfair for the same decision. in the judgment about

justice there is a different emotional situation. Then the emotional reaction that appears becomes the basis for a judgment on justice.

Procedural justice is a perception that is influenced by the extent to which decision allocations employees feel have been made in accordance with fair methods and guidelines. There are two important elements in procedural justice, namely process control and explanation from the leadership. Or procedural justice is the justice felt by employees regarding the procedures made in determining the results received by employees and the process of determining other important decisions. Examples of procedural justice are the process of determining promotions, the process of terminating employment, the process of increasing salaries, and others. Cropanzano et al., (2001) put forward several components of procedural justice, including: a) consistency, where all employees are treated the same way. b) free from bias, meaning that in the decision-making process it can be ensured that there is no discrimination. c) Accuracy, meaning that decisions are taken based on accurate information. d) Representation of all involved, where the decisions taken involve all parties involved. e) correction, there is a repair mechanism if an error occurs in the decision-making process. f) ethics, in the decision-making process no norms of professional behavior are not violated.

### **Interactional Justice**

Interactional justice can be defined as a relationship of equal rights in interpersonal interaction between individuals. This type of justice usually occurs when decision makers treat individuals with dignity and serve their subordinates in the right or clear way [3]. Interactional justice is also the key in shaping work motivation and employee commitment to the organization.

Usually, interactional justice is operated on work interactions that contain one-to-one transactions between individuals. This is related to the exploration of the interaction between employees and superiors. Then interactional justice is also a combination of an employee's trust in superiors with justice that appears in the work environment that occurs every day [8]. According to Eisenberger et al., (1986), superiors who treat employees fairly in an interactional context produce high quality work relationships.

According to Cropanzano et al., (2001) interactional justice can be understood as an assessment of the treatment received between people throughout the working time. Furthermore, in the world of work, interactional justice is more visible in the interactions between workers and superiors due to differences in authority. There are two divisions of interactional justice into two parts, namely interpersonal justice and informational justice. Interactional justice in relation to interpersonal justice is the perception of personal relationships between individuals within the scope of work, such as superiors and subordinates. Meanwhile, interactional justice in the dimension of informational justice is the perception of the willingness clarity of information about decision making both procedurally and distributively which affects the results they receive.

Interactional justice is defined as, the degree to which an individual is treated with dignity, care and respect by the organization. It shows how management treats employees, and includes demonstrating the level of respect, honesty and understanding from superiors. It can be said that, interactional justice is the justice felt by employees for the respectful and dignified treatment received from their superiors, and this interactional

justice includes interpersonal justice and informational justice. Examples of interactional justice are treating employees with respect and dignity, when making decisions the superior cares about employee rights, when making decisions the superior conveys them clearly and logically, and so on. Perceptions about the system and values adopted in an organization will also influence the increase in employees' perceptions of organizational justice.

### **Hypothesis**

Ordóñez de Pablos & Lytras, (2008), that procedural justice, result (distribution) justice and interactional justice will influence the perception of organizational justice.

H1: Procedural justice, distributional justice and interactional justice influence perceptions of organizational justice.

Prayekti et al., (2020) how that there is a significant positive relationship between organizational justice and commitment. A more specific explanation in this study is that there is a significant positive relationship between procedural justice and distributional justice and commitment. Affective commitment and normative commitment are more specifically related to procedural justice.

Affective commitment has a positive relationship with the desire that comes from individuals to be willing to give more effort to the work that employees do. Affective commitment is something that can be predicted to have a relationship with the activity of giving and receiving knowledge related to activities in an organization.

H2: There is an influence between distributional justice and affective commitment [5]

H3: There is an influence between procedural justice and affective commitment

H4: There is an influence between interactional justice and affective commitment

## **3 Research Methods**

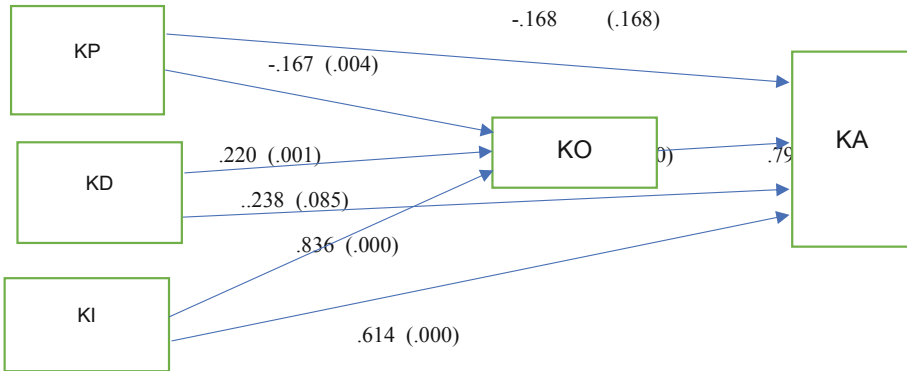
This type of research is survey research. The measurement of distributive justice, procedural justice, interactional justice and organizational justice variables uses items developed by Cropanzano et al., (2001). To measure the variable affective commitment adopted from the research of [4].

The research population was all employees of street vendors on Jalan Palagan Km. 4 - 9 Sleman totaling 75 people and all were taken as research samples so that the sampling technique used a census. Data collection using a questionnaire. The analysis technique in this study uses path analysis. Path analysis is a development technique from multiple linear regression. This technique is used to test the contribution (contribution) indicated by the path coefficient in each path diagram of the causal relationship between variables X1 X2 and X3 to Y and their impact on Z. Path analysis is a a technique for analyzing causal relationships that occur in multiple regression if the indep LePine et al., (2005) endent variable affects the dependent variable not only directly but also indirectly (LePine et al., 2005).



### 4 Results of Analysis

Following are the results of calculations using multiple linear regression (Table 1)  
 The following figure is the result of path analysis with data derived from regression



Picture Path analysis results

According to Baron and Kenny (1986), in general a variable is an effective mediator when in a total role, the portion of the indirect role path is greater than the direct role. In addition, the indirect role is expected to be statistically significant.

### Discussion

The results of the distribution of respondents based on education, most of the respondents 38% had academic education. Respondents with high school education were 32%, and 22% had undergraduate education. In addition, the distribution of respondents based on age shows that most of the respondents, 38%, are aged between 25 and 27 years.

**Table 1.** Regression calculation results

Information	Coefficient	Adjusted R Square	ANOVA	Sig.
KP → KO	-.167			.004
KD → KO	.220			.001
KI → KO	.836			.000
		.905	.000	
KK → KA	.798	.627	.000	.000
KP → KA	-.168			.168
KD → KA	.238			.085
KI → KA	.614			.000
		.532	.000	

Distribution of respondents based on length of work most of the respondents 32% have worked between 1 to 1.4 years.

The relationship between the variables of procedural justice, distributive justice and interactional justice to overall justice based on the results of Adjusted R Square is 0.905 or 95.5%. Or in other words, the influence of procedural justice, distributive justice and interactional justice variables on overall justice based on the Adjusted R Square results is 0.905 or 95.5%. Based on the results of Anova, it shows that simultaneously, all variables namely procedural justice, distributive justice and interactional justice have a positive and significant effect on overall justice with sig .000  $\alpha = 5\%$ . Ali and Jan (2012) show that there is a significant positive relationship between organizational justice and commitment. A more specific explanation in this study is that there is a significant positive relationship between procedural justice and distributional justice and commitment. Affective commitment and normative commitment are more specifically related to procedural justice (Yavuz, 2010). Partially, only distributive justice and interactional justice have a positive and significant effect on overall justice. While procedural justice has a negative effect on overall justice.

When viewed from the size of the Adjusted R Square the relationship between overall fairness and affective commitment is 0.627 or 62.7%. In other words, the influence between organizational justice and affective commitment is 0.627 or 62.7%. Based on the regression results, overall equity has a positive and significant effect on affective commitment with sig .000,  $\alpha = 5\%$ . Judging from the relationship between the variables of procedural justice, distributive justice and interactional justice with affective commitment, the magnitude of Adjusted R Square is 0.532 or 53.2%. In other words, the variables of procedural justice, distributive justice and interactional justice have an effect on affective commitment of 0.532 or 53.2%. In addition, simultaneously, all variables namely procedural justice, distributive justice and interactional justice have a positive and significant effect on affective commitment with sig .000  $\alpha = 5\%$ . It's just that partially, distributive justice and procedural justice have no effect on affective commitment, only the interactional justice variable has a positive and significant effect on affective commitment with sig .000  $\alpha = 5\%$ .

Based on the results of path analysis, it can be seen that only interactional justice influences through positively and significantly. Meanwhile, both procedural justice, directly or indirectly, has no effect on. Likewise for distributive justice, either directly or indirectly, has no effect on affective commitment,  $\alpha$  with 5%.

Affective commitment has a positive relationship with the desire that comes from individuals to be willing to give more effort to the work that employees do. Affective commitment is something that can be predicted to have a relationship with the activity of giving and receiving knowledge related to activities in an organization.

**Acknowledgment.** The relationship between the variables of procedural justice, distributive justice and interactional justice to organizational justice based on the results of Adjusted R Square is 0.905 or 95.5%. Simultaneously, procedural justice, distributive justice and interactional justice have a positive and significant effect on organizational justice with sig .000  $\alpha = 5\%$ . Organizational justice has a positive and significant effect on affective commitment with sig .000,  $\alpha = 5\%$ . Simultaneously or partially the variables of procedural justice, distributive justice and interactional justice have a positive and significant effect on affective commitment with sig .000  $\alpha = 5\%$ .

Interactional justice has an effect on affective commitment, but procedural justice and distributive justice have no effect on affective commitment.

Based on the path analysis, it can be seen that only interactional justice has an effect on organizational justice and has a positive and significant impact on KA. Meanwhile, procedural justice (either directly or indirectly, has no effect on affective commitment. Likewise, distributive justice, either directly or indirectly, has no effect on affective commitment, with  $\alpha$  of 5%. To increase affective commitment from employees, it is necessary make an effort in terms of justice.

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