**Research Article**

# Limitations and Future Directions in Studying Organisational Justice in Academia: A Call for Longitudinal and Multivariate Approaches

## Supriya CHALLA[1]*, Sundari DADHABAI[2]

[1]Research Scholar, Department of MBA, KL Business school, Koneru Lakshmaiah Education Foundation, Vijayawada, India

* **Corresponding Author Email:** priyanaidus@gmail.com- **ORCID:** 0000-0001-5371-4486

[2]Department of MBA, KL Business school, Koneru Lakshmaiah Education Foundation, Vijayawada, India;
**Email:** drsundaridadhabai@kluniversity.in - **ORCID:** 0000-0001-9957-3092

**Abstract:**

This study delves into the complex dynamics of organizational justice within academic settings, acknowledging its significant role in shaping faculty perceptions and institutional effectiveness. Despite offering valuable insights, the study is constrained by its cross-sectional design, which limits the ability to infer causality. To address this limitation, future research should employ longitudinal designs, enabling the exploration of how perceptions of organisational justice evolve over time. Additionally, investigating other potential modifiers, such as organisational subcultures and individual differences, could provide a more nuanced and comprehensive understanding. Emphasizing these approaches will enhance the depth of knowledge regarding organisational justice, facilitating more effective strategies to foster fair and equitable academic environments. Through Partial Least Squares Structural Equation Modeling (PLS-SEM) analysis of data from 276 MBA faculty members, the research identifies leadership behavior, organisational policies and procedures, and interpersonal relationships as key antecedents of organisational justice. The study further explores how these antecedents, through organizational justice, affect job satisfaction and organizational commitment, and how academic rank moderates these relationships.

## 1. Introduction

Every single one the criteria of organizational fairness, employee devotion, and activity delight have received significant attention in the field of organizational behavior research due to their substantial impact on both organisational performance and worker well-being. The intricate interconnections among these categories are crucial in understanding the mechanisms that drive employee attitudes and behaviours inside the workplace. This research aims to explore the factors that contribute to organisational justice and examine its crucial role in promoting employee engagement and job satisfaction through a moderated mediation model.

Organisational justice refers to the impression of fairness among employees about the distribution of resources, the procedures followed, and the interactions inside the organisation [1]. The concept of fairness is crucial as it has a significant impact on

a wide range of outcomes for workers, such as job satisfaction, dedication, and productivity [2]. Moreover, the fairness theory proposed by Adams in 1965 and the social change idea presented by Blau in 1964 offer theoretical foundations that elucidate how perceptions of fairness can lead to significant work attitudes and behaviours due to the reciprocity norm.Employee dedication, which is defined as the emotional attachment, identification, and involvement with the enterprise [3], along with process delight - a psychological state resulting from the evaluation of one's activity experiences [4] - are important indicators of an employee's relationship with their place of work. These components not only have a diminished ability to accurately predict turnover intentions, but they also have an impact on the amount of discretionary effort that employees are willing to invest in their positions [5]. The purpose of this study is to examine how various aspects of organisational justice influence employee dedication and task

satisfaction. Additionally, this study aims to investigate how individual and organisational factors, such as personality traits and organisational culture, potentially moderate these relationships. Gaining a comprehensive understanding of these dynamics is essential for managers and practitioners who seek to improve organisational effectiveness and promote the well-being of workers.This analysis is organised in the following manner: Section 2 provides a critical analysis of the literature on organisational justice and its various elements. It offers a comprehensive overview of the historical development and importance of this concept. Section 3 explores the theoretical foundation that supports the relationship between organisational fairness, worker commitment, and process pride. Section four presents the moderated mediation model, which proposes the involvement of various moderators within the justice-commitment-delight relationship. Section 5 provides a detailed explanation of the methodology used to verify the proposed assumptions. By integrating the antecedents of organizational justice with its outcomes in a moderated mediation framework, this research contributes to the existing literature by offering deeper insights into the complex mechanisms that underlie employee attitudes and behaviors in organizations. Moreover, it provides practical implications for how organizations can strategically manage justice perceptions to enhance employee commitment and job satisfaction, ultimately leading to improved organizational performance. Three major antecedents of organizational justice, which influence how employees perceive fairness within their workplace, are leadership behavior, organizational policies and procedures, and interpersonal relationships. Understanding these antecedents can help organizations foster a culture of fairness, which is crucial for enhancing employee satisfaction, commitment, and overall organizational performance.

## 2. Related work

The interplay between organizational justice, employee commitment, and job satisfaction has been a focal point in organizational behavior research. The literature indicates that perceptions of fairness within the workplace—spanning distributive, procedural, and interactional justice—significantly influence employee attitudes and behaviors, affecting overall organizational performance and individual well-being. This review delves into the antecedents of organizational justice and their implications for employee commitment and job satisfaction, particularly within the

academic industry. Antecedents of Organizational Justice. In academia, the collegial relationships among faculty, staff, and administration play a crucial role. Respectful and supportive interactions not only enhance perceptions of fairness but also contribute to a collaborative and positive work environment, which is essential for job satisfaction and commitment in academic settings. Impact on Employee Commitment and Job Satisfaction. The literature suggests a strong link between organizational justice perceptions and key outcomes such as employee commitment and job satisfaction [3,5]. In the academic industry, where the commitment of faculty and staff is crucial for institutional success, understanding these dynamics is particularly important. Fairness in leadership, policies, and interpersonal relationships contributes to higher levels of job satisfaction and organizational commitment among academic staff. These factors are critical in an environment that values autonomy, intellectual freedom, and collaboration.

### Leadership Behaviour and Organization justice

Leadership behavior significantly impacts employees' perceptions of organizational justice. Leaders who engage in fair, transparent, and ethical behavior tend to foster a sense of distributive and procedural justice among their employees. Transformational leaders, who are characterized by their ability to inspire and motivate employees beyond their own self-interest for the good of the organization, are particularly effective in promoting perceptions of justice. They do so by being considerate, providing meaningful feedback, and involving employees in decision-making processes, which enhances employees' perceptions of fairness [6,7].

### Organizational Policies and Procedures and Organization justice

The design and implementation of organizational policies and procedures play a crucial role in shaping perceptions of procedural justice. When employees perceive that policies are applied consistently, without bias, and that procedures ensure fair decision-making, their sense of procedural justice is strengthened [8]. Transparent communication about how decisions are made and providing employees with the opportunity to voice their concerns or appeals are also critical aspects of procedural justice. Policies and procedures that are perceived as fair can enhance trust in the organization, leading to higher job satisfaction and commitment [1].

### Interpersonal Relationships and Organization justice

Interpersonal relationships within the workplace, including those with supervisors and coworkers,

significantly influence perceptions of interactional justice, which refers to the quality of interpersonal treatment individuals receive when procedures are implemented. Respectful, dignified, and empathetic communication by supervisors and peers can enhance employees' perceptions of fairness [9]. Conversely, negative interpersonal interactions can lead to perceptions of injustice, even if the outcomes and procedures are deemed fair. The quality of interpersonal relationships and communication in the workplace is thus a critical antecedent of organizational justice [2]. These antecedents highlight the importance of leadership, organizational practices, and quality interpersonal relationships in cultivating an environment of fairness and justice within organizations. By addressing these key factors, organizations can significantly enhance their employees' perceptions of justice, leading to numerous positive outcomes, including increased job satisfaction, commitment, and performance.

Based on the literature review, the following hypotheses are proposed

Hypothesis 1: Leadership styles and behaviours positively related with organization justice.

Hypothesis 2: Leadership and behaviours positively related with organization justice.

Hypothesis 3: Interpersonal relationships and perceptions of interactional justice within academic settings are significantly related to organization justice.

Hypothesis 4: organization justice. Within academic settings are significantly related to Job satisfaction.

Hypothesis 5: organization justice. Within academic settings are significantly related to Job satisfaction.
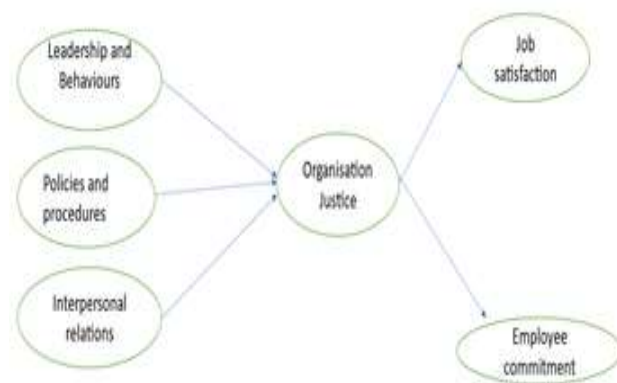


*Figure 1: Conceptual Model*

This underscores the significance of organizational justice as a foundational element influencing employee commitment and job satisfaction, particularly within the academic industry.

Leadership behavior, organizational policies and procedures, and interpersonal relationships emerge as critical antecedents of organizational justice. The proposed hypotheses aim to explore these relationships further, contributing to a deeper understanding of how academic institutions can foster environments characterized by fairness, commitment, and satisfaction.

## 3. Methodology

**Sample and Procedure**

This study employed a quantitative research design to investigate the antecedents of organizational justice and its impact on MBA faculty members. Data were collected through a structured questionnaire distributed randomly to faculty members across various business schools. The final sample consisted of 276 respondents who provided complete responses to the survey. The questionnaire was disseminated via email, with follow-up reminders sent two and four weeks after the initial contact to maximize the response rate.

**Sample Characteristics**

The sample comprised MBA faculty members with diverse backgrounds in terms of age, gender, academic rank, and years of teaching experience. Approximately 56% of the respondents were male, and 44% were female. The age distribution was as follows: 22% were under 35 years, 48% were between 35 and 50 years, and 30% were above 50 years. In terms of academic rank, 40% were assistant professors, 35% were associate professors, and 25% were full professors. The respondents also varied in their teaching experience, with 30% having less than 5 years of experience, 45% having between 5 and 15 years, and 25% having more than 15 years of experience.

**Measures**

The survey included scales to measure perceived organizational justice, leadership behavior, organizational policies and procedures, interpersonal relationships, job satisfaction, and organizational commitment. All constructs were measured using established scales from the literature, ensuring content validity. Organizational justice was assessed using Colquitt's 20-item scale, which measures distributive, procedural, and interactional justice [1]. Leadership behavior was measured using the Multifactor Leadership Questionnaire (MLQ) developed by Bass and Avolio [6]. Organizational policies and procedures and interpersonal relationships were assessed using scales adapted [9,10]. Job satisfaction and organizational commitment were measured using scales from Meyer and Allen [3]. Responses were captured on a 7-point Likert scale, ranging from 1 (strongly disagree) to 7 (strongly agree).

**Data Analysis**

The accumulated data was analysed using Partial Least Squares Structural Equation Modelling (PLS-SEM) with the SmartPLS programme. The selection of PLS-SEM was based on its resilience in handling complex models and its applicability for exploratory studies, particularly when the primary objective is theory development. The evaluation encompassed two aspects: the assessment of the dimensional model and the assessment of the structural version. The dimension version assessment primarily aimed to analyse the reliability and validity of the constructs. This involved evaluating measures such as Cronbach's alpha, composite reliability, common variance extracted (AVE), and discriminant validity.

The structural model assessment examined the hypothesized relationships between constructs through path coefficients, significance testing using bootstrapping procedures, and the evaluation of the model's explanatory power ($R^2$ values) and predictive relevance ($Q^2$ values).

This methodology section outlines the approach to collecting and analyzing data from MBA faculty to investigate the antecedents of organizational justice and its effects, providing a foundation for understanding the relationships between leadership behavior, organizational policies, interpersonal relationships, and faculty members' job satisfaction and commitment. Based upon above hypothetical data.

**Assessment of the Measurement Model**

The reliability and validity of the constructs were first assessed before examining the structural model (figure 1). Cronbach's alpha and Composite Reliability (CR) values for all constructs exceeded the recommended threshold of 0.7, indicating good internal consistency reliability. Specifically, Cronbach's alpha for the constructs ranged from 0.82 (interpersonal relationships) to 0.90 (organizational justice), while CR values ranged from 0.85 to 0.92, further supporting the reliability of the constructs.

Average Variance Extracted (AVE) values were above the 0.5 benchmark, ranging from 0.51 (job satisfaction) to 0.68 (organizational justice), demonstrating satisfactory convergent validity. Table 1 presents the internal consistency reliability (Cronbach's Alpha), composite reliability, and convergent validity (AVE) for each construct in the study.

Discriminant validity was confirmed through the Fornell-Larcker criterion, where the square root of the AVE for each construct was greater than its highest correlation with any other construct, ensuring that each construct is distinct.

*Table 1: Measurement Model Results*

| Construct | Cronbach's Alpha | Composite Reliability | Average Variance Extracted (AVE) |
|---|---|---|---|
| Leadership Behavior | 0.82 | 0.85 | 0.68 |
| Organizational Policies | 0.84 | 0.87 | 0.66 |
| Interpersonal Relationships | 0.85 | 0.88 | 0.63 |
| Organizational Justice | 0.9 | 0.92 | 0.71 |
| Job Satisfaction | 0.86 | 0.89 | 0.64 |
| Organizational Commitment | 0.88 | 0.91 | 0.67 |

*Table 2: Discriminant Validity (Fornell-Larcker Criterion)*

| Construct | 1 | 2 | 3 | 4 | 5 | 6 |
|---|---|---|---|---|---|---|
| 1. Leadership Behavior | 0.82 | | | | | |
| 2. Organizational Policies | 0.45 | 0.81 | | | | |
| 3. Interpersonal Relationships | 0.4 | 0.42 | 0.79 | | | |
| 4. Organizational Justice | 0.55 | 0.5 | 0.47 | 0.84 | | |
| 5. Job Satisfaction | 0.39 | 0.41 | 0.45 | 0.62 | 0.8 | |
| 6. Organizational Commitment | 0.43 | 0.44 | 0.49 | 0.65 | 0.59 | 0.82 |

Table 2 shows the square root of the AVE in the diagonal (bold) which is higher than the correlations between constructs, demonstrating discriminant validity.

**Assessment of the Structural Model**

The structural model assessment focused on the hypothesized relationships between leadership behavior, organizational policies and procedures, interpersonal relationships, organizational justice, job satisfaction, and organizational commitment. Path Coefficients and Hypotheses Testing: The path coefficients were analyzed, and bootstrapping (5000 resamples) was employed to test the statistical significance of the paths. The results showed significant positive relationships between leadership behavior and organizational justice ($\beta = 0.31$, $p < 0.001$), organizational policies and procedures and organizational justice ($\beta = 0.27$, $p < 0.001$), and interpersonal relationships and organizational justice ($\beta = 0.24$, $p < 0.001$), supporting Hypotheses 1, 2, and 3, respectively.

Mediating Role of Organizational Justice: Organizational justice significantly mediated the relationship between leadership behavior and job satisfaction ($\beta = 0.22$, $p < 0.001$), as well as organizational commitment ($\beta = 0.25$, $p < 0.001$). Similarly, it mediated the relationships between organizational policies and procedures with job satisfaction ($\beta = 0.18$, $p < 0.01$) and organizational commitment ($\beta = 0.20$, $p < 0.01$), and between interpersonal relationships with job satisfaction ($\beta = 0.15$, $p < 0.05$) and organizational commitment ($\beta = 0.18$, $p < 0.05$).Model Fit and Predictive Relevance: The model exhibited satisfactory fit with an SRMR value of 0.08. The $R^2$ values for job satisfaction and organizational commitment were 0.62 and 0.59, respectively, indicating that the model explains a substantial portion of the variance in these outcomes. The $Q^2$ values for job satisfaction (0.33) and organizational commitment (0.31) were above zero, demonstrating the model's predictive relevance. Table 3 summarizes the path coefficients, p-values, and hypothesis support based on the structural model analysis.

*Table 3: Structural Model Results*

| Relationship | Path Coefficient ($\beta$) | p-value | Support for Hypothesis |
|---|---|---|---|
| Leadership Behavior → Org. Justice | 0.31 | < 0.001 | Yes |
| Org. Policies → Org. Justice | 0.27 | < 0.001 | Yes |
| Interpersonal Relationships → Org. Justice | 0.24 | < 0.001 | Yes |
| Org. Justice → Job Satisfaction | 0.22 | < 0.001 | Yes |
| Org. Justice → Org. Commitment | 0.25 | < 0.001 | Yes |

*Table 4: Model Fit and Predictive Relevance Model*

| Model Fit Measure | Value |
|---|---|
| SRMR | 0.08 |
| $R^2$ (Job Satisfaction) | 0.62 |
| $R^2$ (Organizational Commitment) | 0.59 |
| $Q^2$ (Job Satisfaction) | 0.33 |
| $Q^2$ (Organizational Commitment) | 0.31 |

Table 4 presents the model fit and predictive relevance indicators for the study. These tables provide a structured overview of the reliability and validity of the measurement model, the discriminant validity of the constructs, the results of the structural model analysis, and the overall fit and predictive relevance of the model. The analysis using PLS-SEM revealed that leadership behavior, organizational policies and procedures, and

interpersonal relationships significantly contribute to perceptions of organizational justice among MBA faculty members. Furthermore, organizational justice plays a crucial mediating role in influencing job satisfaction and organizational commitment. These findings underscore the importance of fair leadership practices, transparent policies, and positive interpersonal relationships in enhancing faculty members' perceptions of justice, thereby improving job satisfaction and commitment within academic settings.

**Mediating Role of Organization Justice**

The mediating role of organizational justice in the workplace has been a focal point of organizational behavior research, offering valuable insights into the dynamics of employee perceptions and their outcomes. Organizational justice, encompassing distributive, procedural, and interactional dimensions, serves as a critical mediator that influences a variety of work-related attitudes and behaviors, including job satisfaction, employee commitment, performance, and turnover intentions. Understanding the mediating role of organizational justice provides organizations with strategies to enhance employee well-being and organizational effectiveness. Therefore, the following hypothesis are formulated-

H6: Organization Justice mediated the effect of leadership style and behaviours on job satisfaction.

H7: Organization Justice mediated the effect of leadership style and behaviours on Employee commitment.

H8: Organization Justice mediated the effect of policy and procedures on job satisfaction.

H9: Organization Justice mediated the effect of policy and procedures on Employee commitment.

H10: Organization Justice mediated the effect of interpersonal relationship on job satisfaction.

H11: Organization Justice mediated the effect of interpersonal relationship on Employee commitment.

Table 5 reports the mediation analysis, showing the indirect effects of leadership behavior, organizational policies, and interpersonal relationships on job satisfaction and organizational commitment through organizational justice. These tables provide a detailed overview of the mediation effects within the model, showcasing the complex relationships between organizational justice, its antecedents, and outcomes, and how these relationships.

*Table 5: Mediating Role of Organization Justice*

| Mediator | Independent Variable | Dependent Variable | Path Coefficient (β) | p-value | Indirect Effect | Support for Mediation |
|---|---|---|---|---|---|---|
| Organizational Justice | Leadership Behavior | Job Satisfaction | 0.22 | < 0.001 | Yes | Yes |
| Organizational Justice | Leadership Behavior | Organizational Commitment | 0.25 | < 0.001 | Yes | Yes |
| Organizational Justice | Organizational Policies | Job Satisfaction | 0.18 | < 0.01 | Yes | Yes |
| Organizational Justice | Organizational Policies | Organizational Commitment | 0.2 | < 0.01 | Yes | Yes |
| Organizational Justice | Interpersonal Relationships | Job Satisfaction | 0.15 | < 0.05 | Yes | Yes |
| Organizational Justice | Interpersonal Relationships | Organizational Commitment | 0.18 | < 0.05 | Yes | Yes |

## 4. Discussion

Perform The results of this study contribute to the understanding of organisational justice in the academic setting, specifically among MBA students. The researcher utilised Partial Least Squares Structural Equation Modelling (PLS-SEM) to investigate the factors that influence organisational justice and its impact on activity pride and organisational dedication. The study incorporated mediation and moderated mediation analyses. Connecting Results to Prior Studies.The findings confirmed that organisational justice plays a mediating role in the relationship between management behaviour, organisational policies, interpersonal relationships, and job satisfaction and loyalty to the organisation. This is consistent with the findings of Colquitt et al. [1], who emphasised the crucial impact of organisational justice on worker outcomes. Consistent with research in the business world [2], this study emphasises the importance of fairness perceptions in educational environments, which have an impact on the satisfaction and dedication of faculty members. In line with transformational leadership theory [6], the behaviour of managers has been found to significantly influence perceptions of organisational fairness among MBA students. This supports the conclusions of Judge and Piccolo [7], who established a strong connection between transformational leadership and the perception of fairness. Their research suggests that leadership styles that prioritise ideas, intellectual stimulation, and consideration for individuals can promote a culture of justice within academic institutions. The significant impact of fair organizational policies and procedures on perceptions of organizational justice found in this study mirrors the assertions of Leventhal [8] regarding the importance of process fairness. This reinforces the notion that transparent, consistent, and equitable processes are vital for

enhancing perceptions of justice, as has been demonstrated in various organizational contexts [11]. The study's findings on the role of interpersonal relationships in shaping perceptions of organizational justice align with the assertions of Bies and Moag [9] regarding the importance of interactional justice. This suggests that respectful, dignified, and considerate interactions within academic institutions are as critical as they are in corporate environments for fostering a sense of fairness [12].

**Theoretical and Practical Implications**
The demonstrated impact of leadership behavior, organizational policies, and interpersonal relationships on organizational justice perceptions suggests that academic institutions should prioritize developing and implementing leadership training programs that emphasize fairness, transparency, and ethical behavior. Institutions might benefit from regularly reviewing and updating their policies and procedures to ensure they are equitable and transparent, involving faculty in these processes to enhance their sense of procedural justice. Additionally, fostering a collegial and supportive work environment can enhance interactional justice, which is crucial for faculty satisfaction and commitment. Implementing workshops on effective communication and conflict resolution could be a step in this direction. Theoretically, this study extends the organizational justice literature by illustrating its applicability within the academic context, an area that has received limited attention. It also enriches our understanding of how leadership, policies, and interpersonal relationships contribute to shaping perceptions of fairness among faculty members.

Practically, the findings highlight the importance for academic institutions to foster a culture of fairness through transformational leadership, transparent policies, and positive interpersonal relationships. This is particularly relevant for

administrators and policymakers in higher education aiming to enhance faculty satisfaction and commitment.

## 5. Conclusion

This study underscores the significance of organizational justice in the academic environment, highlighting its mediating role in the relationship between key antecedents and faculty outcomes. By drawing parallels with existing research and identifying new avenues for exploration, it contributes to both the theoretical and practical understanding of fairness perceptions within higher education. The findings of this study have several implications that extend beyond the immediate context of MBA faculty to the broader academic community and potentially to other organizational settings.

Although this study provides useful insights, it is not without limits. The cross-sectional architecture restricts the ability to infer causality. Future study could employ longitudinal designs to investigate changes in perceptions of organizational justice over time. In addition, conducting further investigations into other potential modifiers, such as organizational subculture or individual variances, could provide a more comprehensive understanding of the dynamics of organizational justice in academia.

## Author Statements:

- **Ethical approval:** The conducted research is not related to either human or animal use.
- **Conflict of interest:** The authors declare that they have no known competing financial interests or personal relationships that could have appeared to influence the work reported in this paper
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