

Impact of Interactional Justice on Long-Term Orientation and Logistics Performance in the Supply Chain

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ABSTRACT

The aim of this study is to empirically analyze the impact of justice on long-term orientation and logistics performance in the relationships between firms within the supply chain. Specifically, justice is categorized into distributive justice, procedural justice, and interactional justice. This study particularly concentrates on interactional justice, which pertains to the quality of interpersonal treatment. To investigate their correlation, a survey was conducted among employees working in departments related to supply chains in South Korea, resulting in a total of 350 valid questionnaire responses. Subsequently, the hypotheses were assessed using structural equation modeling with SPSS 18.0 and AMOS 18.0. The findings of the study are as follows: The subfactors of interactional justice, such as interpersonal justice and informational justice, both had a positive impact on long-term orientation. Furthermore, long-term orientation positively influenced logistics performance. Based on the aforementioned results, the following conclusions can be drawn: Long-term orientation among firms in the supply chain plays a pivotal role in enhancing logistics performance. Given that the perception of justice heightens the likelihood of such long-term orientation, firms in the supply chain must take this relationship into careful consideration.

Keywords:

1. INTRODUCTION

1.1 Research Background, Purpose and Structure

In the past, supply chains operated by forming regional networks centered around final-stage manufacturers. Additionally, the establishment of business relationships and the procurement of raw materials were often based on the accumulated experience of these manufacturers and the relationships formed within their own countries. However, since the inauguration of U.S. President Biden, there has been an emphasis on the need to restore and establish supply chains between allies. Consequently, supply chains have become tools for economic competition and dominance between different chains (McWilliams *et al.*, 2022). As a

result, supply chains are expected to undergo more active diversification and relocation in the future compared to the past.

In this evolving environment, it has become crucial for firms to enter new regions and invest while reevaluating contracts with new logistics partners (Lee and Kim, 2023). Contracts with new logistics partners require a thorough review, both quantitatively and qualitatively. This assessment forms the basis for firms to determine the feasibility of establishing long-term contractual relationships. While this assessment can be grounded in quantitative data, there is also a need to evaluate quantitatively the qualitative aspect of potential partners who are expected to exhibit similar performance due to the evolving standards of logistics services (Noordewier *et al.*, 1990; Shin *et al.*, 2000).

In the past, the selection of logistics partners and work processes were carried out conventionally, and there was a tendency for somewhat unfair work practices to be tolerated. However, with the advancement of information technology and management methods, the importance of transparency and fairness within the supply chain is increasingly emphasized. One of the qualitative dimensions experienced by personnel at the operational level is interactional justice. Interactional justice can be further classified into interpersonal justice and informational justice. In this study, interpersonal justice refers to humane attitudes within business relations, such as politeness and respect, while informational justice pertains to business trust through elements like timeliness, appropriateness, and voluntariness (Hobfoll, 2002; Rodell and Colquitt, 2009). Research exploring these qualitative aspects has been conducted in the forms of perceived service quality, interpersonal satisfaction, and cognitive quality. Nevertheless, there is a lack of research on whether these qualitative aspects influence quantitative performance. Therefore, this study utilizes long-term orientation as the variable bridging the gap between qualitative and quantitative aspects and investigates their relationship. Specifically, it delves into the impact of interactional justice on long-term orientation and logistics performance.

This study has academic implications regarding whether qualitative experiences can affect long-term contracts and performance, as well as practical implications for working-level staff and government entities involved in reviewing contracts and investments in new regions.

This study concentrates on employees within departments linked to supply chains in South Korean firms. Consisting of a total of 6 sections, Section 1 offers the research background, purpose, and the research scope. Section 2 examines previous studies on interpersonal justice, informational justice, long-term orientation, and logistics performance. Section 3 forms hypotheses based on variable relationships and introduces the research model. Section 4 and 5 outline the research methodology and present the results of empirical analysis. Lastly, Section 6 presents the study's findings, implications, and limitations, along with suggesting directions for future research.

2. THEORITICAL BACKGROUND

2.1 Organizational Justice and Interactional Justice

Organizational justice refers to the subjective perception of how members within an organization are treated equitably, both internally and externally. This aspect has been explored in fields such as psychology and organizational behavior due to its significant influence on job satisfaction and performance (Colquitt *et al.*, 2001). Organizational justice is generally categorized into three types: distributive justice, procedural justice, and interactional justice. Within interactional justice, two distinct categories are recognized: interpersonal justice and informational justice. Research based on social exchange theory, particularly active during the 1960s, predominantly focused on distributive justice, which pertains to the fair distribution of outcomes among individuals. Subsequently, the focus shifted towards procedural justice, considering how both distributive justice and distribution-related procedures affect organization members differently. The emergence of interactional justice during the 1980s introduced a new perspective, highlighting the quality of interpersonal treatment and expanding the research scope within organizational justice.

According to Colquitt *et al.* (2001), differing opinions have arisen about whether interactional justice is a distinct concept or a subset of procedural justice. However, researchers studying justice generally support the view that interactional justice is distinct from procedural justice (Colquitt *et al.*, 2006). Interactional justice assumes a more significant role within organizational justice as it considers not only justice in structural aspects but also justice in interpersonal relationships. Ultimately, interactional justice emphasizes how decision-makers treat organization members during the decision-making process, forming a social dimension of organizational justice (Brockner *et al.*, 2015). Furthermore, interactional justice serves as a significant antecedent variable that fosters innovative behavior and organizational commitment (Roch and Shanock, 2006).

2.1.1 Interpersonal Justice

Greenberg (1993) divided interactional justice into two

categories: interpersonal justice and informational justice. He defined interpersonal justice as the act of treating others with respect and dignity. Kernan and Hanges (2002) expanded this definition to encompass the respectful and dignified treatment of organization members. In essence, interpersonal justice is perceived through acts of politeness and respect towards others.

2.1.2 Informational Justice

Colquitt (2001) described informational justice as providing truthful, accurate information about the decision-making process, supported by valid reasons. Kernan and Hanges (2002) elaborated on this by explaining that informational justice occurs when organization members receive detailed and precise information from their superiors. Both interpersonal justice and informational justice stem from interpersonal relationships. This marks a significant distinction from distributive justice and procedural justice, which can be perceived through organizational, rather than interpersonal, lenses.

2.2 Long-Term Orientation

Ganesan (1994) defined long-term orientation as fostering enduring business relationships where both parties align their activities over the long term to mutually satisfy each other. Noorderwier *et al.* (1990) asserted that it refers to sustained and cooperative relationships characterized by goodwill. The primary objective of such cooperative relationships is to facilitate continued business interactions, thereby transforming isolated trade into a relational exchange. In essence, long-term orientation entails not only the potential for prolonged transactions but also a desire to cultivate enduring partnerships.

Within supply chains, long-term orientation assumes a critical role by enabling extended planning and adjustments that ultimately lead to reduced transaction costs (Kalwani and Narayandas, 1995). Additionally, it facilitates stable customer management, enhancing a firm's profitability. Lee and Dawes (2005) argued that the positive evaluation and trust inherent in long-term orientation can enhance corporate performance, provided consistent efforts are exerted to maintain such relationships.

2.3 Logistics Performance

Logistics performance can be defined diversely but generally relates to cost and effectiveness. Traditional logistics costs, reflected in financial statements through contracts, are often termed direct costs. Reducing overall costs through collaboration and idea-sharing with contract partners has been a pivotal value. Moreover, there's a growing realization that operational streamlining for efficiency not only minimizes losses but also safeguards potential gains. As a result, there's an increasing emphasis on accounting for indirect costs as performance metrics. This shift is propelled by the understanding that lead time management and logistics capabilities can streamline supply chains, especially in the era of just-in-time (JIT) systems, which have become crucial management elements, particularly due to logistics disruptions and heightened supply-demand uncertainties during the COVID-19 pandemic (Woo *et al.*, 2018).

This study, therefore, considers logistics performance

as management activities aimed at enhancing operations and efficiency. Specifically, logistics performance is measured using various metrics, including total logistics costs, lead time, order completion rate, inventory turnover ratio, and logistics capabilities, as indicated in prior studies (Green *et al.*, 2008; Kim and Lee, 2024). While quantifying and managing business activities that curtail opportunity loss through operational enhancements and efficiency may take time, it holds potential as a performance management target that's as critical as direct costs, provided further studies in this direction are conducted.

3. HYPOTHESIS SETTING AND RESEARCH MODEL

3.1 Interpersonal Justice and Long-Term Orientation

Interpersonal justice is a concept linked to the quality of interpersonal interactions, encompassing mutual respect, politeness, fairness, and honesty (Bies and Moag, 1986; Scott *et al.*, 2007). Unlike other forms of justice, interpersonal justice is often shaped through direct encounters and more accurately reflects employees' emotional responses compared to procedural justice criteria such as consistency, bias, and honesty (Colquitt *et al.*, 2001).

In businesses involving extensive transactions and investments, organizational change introduces heightened sensitivity among members. Change can either represent a business opportunity or a risk factor, and the increased uncertainty stemming from change makes members acutely aware of the fairness of their treatment. For instance, this pertains to whether they receive equal opportunities when embarking on new ventures or if they are offered comparable incentives in their interactions with new partners. These factors amplify stress and psychological costs for members while simultaneously hindering their emotional commitment.

Furthermore, members perceive their superiors or business partners as representatives of the organization. Consequently, the quality of these relationships can be improved or hindered by the attitudes of these agents. This, in turn, shapes the feasibility of establishing long-term transactions (House *et al.*, 1991; Foster, 2010). In particular, members develop emotional trust when justice is ensured across situations and opportunities, and this trust extends even to supporting long-term changes (Hobfoll, 2002; Rodell and Colquitt, 2009), forming the basis for the following hypothesis:

Hypothesis 1: Interpersonal justice significantly and positively affects long-term orientation.

3.2 Informational Justice and Long-Term Orientation

Informational justice shares similarities with interpersonal justice. While interpersonal justice revolves around equal treatment and opportunities, informational justice focuses on the accuracy and timeliness of information. In the context of large-scale transactions and investments, rapid and precise information proves more valuable than any monetary aspect. Nevertheless, the provision of low-quality or delayed information compared to

competitors inevitably leads to significant losses, dampening enthusiasm for engaging in long-term transactions. Essentially, informational justice serves as a qualitative gauge for mutual trust and forms a fundamental determinant of the intention to engage in long-term transactions (Shin *et al.*, 2015a).

Scott *et al.* (2007), like Greenberg (1990), highlighted the significance of information as a resource and contended that informational justice signifies the equitable allocation of resources. In essence, the equitable distribution of information within the organization determines whether members possess equal status as business partners or stand on par with competitors. Consequently, resource allocation fosters trust and engenders intentions for long-term transactions within the organization, ultimately cultivating innovative work behaviors among members.

These innovative work behaviors encompass the voluntary presentation and modification of novel ideas, subsequently encouraging voluntary collaboration and exchange among organization members, leading to improved performance. Thus, both informational justice and long-term orientation emerge as key determinants and the foundation of organizational performance (Scott and Bruce, 1994; Shin *et al.*, 2015b), forming the basis for the following hypothesis:

Hypothesis 2: Informational justice significantly and positively affects long-term orientation.

3.3 Long-Term Orientation and Logistics Performance

For new partners, the foundation of long-term transactions must be inherently solid to ensure favorable business outcomes. This is due to the importance of infrastructure and system investments in generating business results, coupled with the need for information sharing and personal interactions. The JIT system provides a pertinent example. This system underscores supplier-buyer relationships built on long-term alliances. Its advantage lies in cost reduction through flexible inventory control and procurement timing, which in turn hinges on dependability and reliability. The establishment of dependable and reliable partnerships based on long-term investments, nurtured through general/strategic information sharing and geographical proximity, underscores the importance of ensuring long-term orientation (Shin, 2000).

Furthermore, long-term orientation significantly contributes to member motivation. Members naturally develop stronger bonds with partners featuring assured long-term contracts and tend to place trust in them. This sense of trust and motivation manifests as mutual confidence, sincerity, and accountability. Furthermore, qualitative factors mitigate unexpected actions that could adversely impact firm performance, fostering enhanced integration and performance (Anderson and Narus, 1990; Anderson and Weitz, 1992). Additionally, long-term orientation not only positively influences individual firm performance and motivation but also extends to all supply chain participants. This dynamic serves as the catalyst for a virtuous cycle that boosts the overall competitiveness of the entire supply chain (Chen and Paulraj, 2004). Thus, the basis for the following hypothesis is established:

Hypothesis 3: Long-term orientation significantly and positively affects logistics performance.

Based on the aforementioned considerations, the study formulates hypotheses founded on four key factors: interpersonal justice, informational justice, long-term orientation, and logistics performance. These factors are depicted in the diagram below (**Figure 1**).

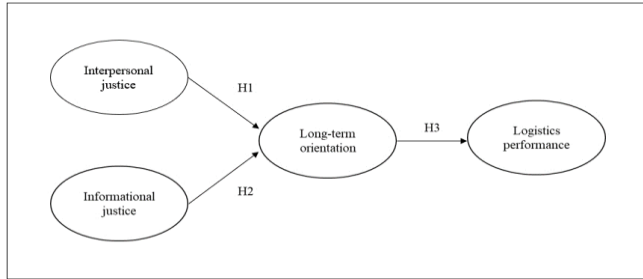


Figure 1 Research model

4. RESEARCH METHOD

4.1 Contributions

For the empirical analysis, this study selected samples consisting of employees working in supply chain-related departments within South Korean firms. To ensure the validity of the research content, preliminary interviews were initially conducted with two supply chain managers. These

interviews informed the final selection of survey items based on their expert advice. The survey itself was administered throughout the month of June 2023, using the services of the online sampling company Entrust Survey. A total of 4,952 questionnaires were distributed, ultimately yielding 350 valid responses for statistical analysis. Responses from disqualified participants, dropouts, and insincere respondents were excluded from the analysis.

4.2 Operational Definition and Measurement of Variables

Interpersonal justice was assessed through four variables: politeness, respect, mutual exchange of opinions, and appropriate language. Informational justice, on the other hand, was evaluated using five variables: honest communication, adequate explanations, detailed explanations, timeliness, and voluntary provision of information. Long-term orientation was quantified through four variables: partnership orientation, positive outcomes, continuing cooperation, and active efforts. Finally, logistics performance was measured using five variables: total logistics costs, lead time, order completion rate, inventory turnover ratio, and logistics capabilities. All survey items were rated on a 7-point Likert scale (1 point: Strongly Disagree, 4 points: Neutral, 7 points: Strongly Agree). **Table 1** below provides an overview of the constructs and measurement items employed in this study.

Table 1 Constructs and measurement items

Latent variable	Measurement Variable	Operational Definition	Reference
Interpersonal Justice	Politeness (D1)	The level of politeness with which one is treated	Colquitt, 2001; Colquitt et al., 2001
	Respect (D2)	The degree of respect shown	
	Mutual exchange of opinions (D3)	The degree to which opinions are mutually exchanged	
	Appropriate language (D4)	The degree of appropriate language	
Informational Justice	Honest Communication (E1)	The degree of honest communication	Colquitt, 2001; Colquitt et al., 2001
	Adequate Explanations (E2)	The degree to which the task is adequately explained	
	Detailed Explanations (E3)	The degree to which the task is explained in detail	
	Timeliness (E4)	The degree to which opinions about the task are exchanged in a timely manner	
	Voluntary Provision of Information (E5)	The degree to which information about the task is voluntarily provided	
Long-term Orientation	Partnership Orientation (I1)	The degree of long-term partnership orientation	Cabra-Fierro and Polo-Redondo, 2008; Lumpkin et al., 2010
	Positive Outcomes (I2)	The level of belief that the long-term relationship will yield positive outcomes	
	Continuing Cooperation (I3)	The degree to which one thinks he or she will continue to cooperate	
	Active Efforts (I4)	The degree of active efforts for a long-term relationship	
Logistics Performance	Total Logistics Costs (K1)	Storage, transportation, and inventory management costs	Harrison and New, 2002; Mageto et al., 2020
	Lead Time (K2)	Time between ordering and	

Latent variable	Measurement Variable	Operational Definition	Reference
		delivery of products	
	Order Completion Rate (K3)	The rate at which products are delivered to a designated location in accordance with the order requirements	
	Inventory Turnover Ratio (K4)	Reduction of the length of product storage time	
	Logistics Capabilities (K5)	Capabilities in managing jobs related to logistics	

5. EMPIRICAL ANALYSIS

5.1 Characteristics of Samples

The characteristics of the sample utilized in this study are detailed below. Initially, 213 respondents (60.857%) reported having worked in departments related to supply chain management for a duration of 1 to 5 years. Among the participants, 85 (24.286%) were employed in the general machinery sector, followed by 46 (13.143%) in the semiconductor industry, and 42 (12%) in petrochemicals. A

majority of the respondents (242, 69.143%) indicated that their respective firms had expanded into 1 to 5 countries as a part of their overseas operations. Concerning total assets, 193 respondents (55.143%) reported that their firms possessed total assets totaling less than 500 billion won. Additionally, over 90% of the participants (315 respondents) were employed by firms with fewer than 5,000 employees. The general characteristics of the sample are summarized in **Table 2** below.

Table 2 Demographic characteristics of samples

Category	Item	Frequency	Percentage (%)
Length of service in a department related to supply chain management	1–5 years	213	60.857
	6–10 years	87	24.857
	11–15 years	32	9.143
	16–20 years	13	3.714
	More than 20 years	5	1.429
Core Industry	Semiconductor	46	13.143
	Petrochemicals	42	12
	General machinery	85	24.286
Number of countries entered for production and sales	1–5	242	69.143
	6–10	68	19.429
	11–15	15	4.286
	16–20	6	1.714
	More than 20	19	5.429
Total assets as of 2023	Less than 500 billion won	193	55.143
	500 billion won – less than 10 trillion won	136	38.857
	10 trillion won or more	21	6
Average number of employees as of 2023	Under 5000	315	90
	Under 10000	14	4
	Under 20000	7	2
	Under 30000	3	0.857
	30000 and above	11	3.143

5.2 Reliability and Validity Testing

The reliability analysis confirms the accurate and consistent measurement of constructs, which is essential for interpreting the study’s outcomes. Reliability can be assessed through various methods, including re-measurement, literature analysis, and the calculation of Cronbach’s alpha. Cronbach’s alpha values are commonly utilized in many social science studies, and this study also employed Cronbach’s alpha to assess reliability. Different researchers use varying criteria to interpret Cronbach’s alpha values. Some consider variables reliable when Cronbach’s alpha exceeds 0.6, while generally, reliability is ensured when Cronbach’s alpha surpasses 0.7 (Nunnally, 1978). In this study, the constructs exhibited the following Cronbach’s

alpha values: interpersonal justice = 0.757, informational justice = 0.830, long-term orientation = 0.823, logistics performance = 0.782. This reinforces the accuracy of the measurement tool.

Validity determines whether the constructs to be measured are accurately represented in the tool, constituting a crucial aspect to be considered alongside reliability during analysis. This study initially presented operational definitions with reference to prior research. Subsequently, interviews were conducted with employees working in supply chain-related departments, leading to the revision of constructs in alignment with the study’s objectives. This procedure to some extent ensured content validity. Additionally, confirmatory factor analysis was performed to

assess the acceptability of the theoretical model. The measurement model demonstrated a good fit with the following values: $\chi^2(df) = 274.892(129)$, GFI = 0.920, RMR = 0.042, RMSEA = 0.057, CFI = 0.947, TLI = 0.937, largely aligning with recommended standards (Hair *et al.*, 2010).

Construct validity, which validates how well the measurement tool accurately represents abstract constructs that are challenging to explain through content validity, was addressed in this study by testing convergent validity and discriminant validity. For convergent validity, construct

reliability and average variance extracted (AVE) were computed. All construct reliability values exceeded 0.7, and AVE exceeded 0.5, thereby ensuring convergent validity. Subsequently, discriminant validity was assessed to establish the differentiation of the constructs being measured. This criterion is satisfied when the squared value of the correlation coefficient between factors is less than each AVE. The results of the analysis of reliability and convergent validity are presented in **Table 3**, and the results of the analysis of discriminant validity are shown in **Table 4**.

Table 3 Results of analyzing reliability and convergent validity

Path	Standardized Coefficient	Unstandardized Coefficient	S.E.	C.R.	AVE	Construct Reliability	Cronbach's Alpha
I1	0.752	1			0.596	0.832	0.823
I2	0.731	1.055	0.081	13.089***			
I3	0.713	1.068	0.084	12.772***			
I4	0.744	1.111	0.083	13.334***			
D1	0.762	1			0.621	0.894	0.757
D2	0.805	1.111	0.075	14.769***			
D3	0.727	1.042	0.078	13.308***			
D4	0.488	0.960	0.110	8.715***			
K1	0.668	1			0.631	0.881	0.782
K2	0.653	1.019	0.100	10.237***			
K3	0.654	1.090	0.106	10.252***			
K4	0.644	1.123	0.111	10.123***			
K5	0.733	1.223	0.109	11.196***			
E1	0.689	1			0.626	0.898	0.830
E2	0.725	1.068	0.088	12.142***			
E3	0.727	1.113	0.091	12.177***			
E4	0.720	1.040	0.086	12.061***			
E5	0.660	1.121	0.101	11.149***			

* p<0.05, ** p<0.01, *** p<0.001

Table 4 Results of discriminant validity analysis

	Interpersonal Justice	Informational Justice	Long-term Orientation	Logistics Performance
Interpersonal Justice	0.621			
Informational Justice	0.473	0.626		
Long-term Orientation	0.418	0.437	0.596	
Logistics Performance	0.414	0.474	0.473	0.631

The squared value of the correlation coefficient excluding the diagonal line.

5.3 Contributions

The fit of the structural model was as follows: $\chi^2(df) = 534.655 (232)$, GFI = 0.927, RMR = 0.018, RMSEA = 0.023, CFI = 0.953, TLI = 0.930. All of these values meet the recommended standards suggested by Hair *et al.* (2010). As

a result, the hypotheses were tested using structural equation modeling, and all hypotheses were accepted. The results are presented in the following **Table 5**.

Table 5 Results of discriminant validity analysis

	Standardized Coefficient	Unstandardized Coefficient	S.E.	C.R.	p	Accept or Reject
Hypothesis 1	0.481	0.395	0.051	7.822***	0.000	Accepted
Hypothesis 2	0.622	0.558	0.064	8.663***	0.000	Accepted
Hypothesis 3	0.658	0.632	0.079	7.985***	0.000	Accepted

* p<0.05, ** p<0.01, *** p<0.001

6. CONCLUSIONS

6.1 Discussion

In recent corporate management, externally, management methods are being upgraded along with supply chain reorganization, and internally, the importance of transparency and fairness in business procedures and contracts is being highlighted. Parts that have been made conventionally are exposed regardless of the manager's intention and are evaluated inside and outside the supply chain. These aspects become evaluation factors for a company and can ultimately lead to performance. In this study, we detected this trend, highlighted the importance of fairness, and selected it as an independent variable to start the study. As a result, it was emphasized that fairness is another important area that supply chain managers must manage as it leads to long-term orientation and performance within the supply chain.

6.2 Summary of the Study Results

The rapid transformation of today's global business environment is also reshaping traditional organizational cultures, underscoring the significance of relationships within supply chains. Accordingly, this study is founded on the premise that qualitative relationships within supply chains, combined with the allocation of intangible resources, have a positive impact on organizations and enhance logistics performance. The findings of the analysis can be summarized as follows.

Firstly, interpersonal justice has a favorable effect on long-term orientation. Interpersonal justice relates to how individuals are treated and the attitudes prevailing within an organization. Members are notably sensitive to fair treatment, especially when initiating new business relationships. This sensitivity can be understood as emotional commitment, influencing both the organization and its long-term orientation.

Secondly, informational justice demonstrates a positive influence on long-term orientation. This aspect plays a pivotal role in determining the importance of business partnerships. Timely access to accurate information reduces uncertainty and provides a competitive advantage over potential rivals. Informational justice effectively measures the degree of impartial importance, shaping business sustainability and encouraging significant investments that contribute to logistics performance. This study confirms this connection, affirming that equitably distributing intangible

assets, such as information, fosters long-term orientation, thus promoting successful supply chain establishment.

Thirdly, the study establishes a positive correlation between long-term orientation and logistics performance. Long-term orientation embodies mutual reliance and shared goals that ultimately aim for financial gains, preventing the loss of business opportunities due to contractual disengagement and paving the way for future prospects. Achieving these shared objectives requires substantial investments, which are unattainable without a long-term orientation, highlighting its crucial role in achieving logistics performance. Therefore, the foundation for effective logistics performance is established by mutually affirming long-term contractual intentions and prerequisites through justice.

6.3 Implications of this Study

This study has developed a model in which qualitative factors like justice and long-term orientation form the basis of managerial performance. The outcomes of this study have both theoretical and practical implications. Firstly, this research validates the meaningful application of psychological factors among supply chain members within business administration. By bridging distinct disciplines like behavioral science, psychology, and business administration, this study's methodology opens new avenues for interdisciplinary exchange and scalability.

Secondly, the study introduces the possibility of interactional justice influencing logistics performance. While prior research has examined causal relationships between procedural justice, distributive justice, and logistics performance, the connection between interactional justice and logistics performance has been understudied. Given the growing significance of interactional justice within the realm of justice studies, this study's contribution is noteworthy.

Thirdly, this research holds direct practical relevance for real-world businesses. The variables examined in this study connect subtle psychological shifts in members to business success factors. This analysis sheds light on how psychological shifts and perceptions experienced by supply chain members amidst uncertainties impact business success.

Lastly, this study provides implications for governmental bodies by investigating the causal relationships between interactional justice, long-term orientation, and logistics performance. Government agencies in South Korea are currently monitoring corporate misconduct and making efforts to eliminate it. This study

empirically substantiates that promoting justice within reciprocal relationships can lead to enhanced profits. Therefore, it is important for the Fair Trade Commission to consistently work towards creating an environment conducive to fair trade.

6.4 Limitations and Future Research Directions

While this study explores the interplay between justice and long-term orientation, it does not delve into potential qualitative variables that exist between these constructs. Future research could enhance the analysis by examining positive psychological changes brought about by justice, such as mutual trust, closeness, and commitment.

Furthermore, the current study focuses on factors associated with traditional long-term orientation. Given the increasing attention to aspects like Environmental, Social, and Governance (ESG) factors in relation to long-term orientation, further research could adapt to this evolving landscape by integrating positive factors through which firms impact society.

Lastly, this study solely examines interactional justice among various organizational justice factors. Expanding the investigation to include procedural and distributive justice, alongside interactional justice, could provide a more nuanced understanding of the roles and significance of justice within supply chains.

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