

Abstract

Procedural justice has a compensatory effect that reduces the impacts of outcome on people's reactions. Yet, few studies have examined the generality of this compensatory effect. The present study attempted to examine whether the compensatory effect generalizes to the interpersonal domain of procedural justice (i.e. interactional justice) and if the compensatory effect is moderated by the prior relationship between two persons and one's prior commitment to an organization. The moderating effects were examined in both a personal dispute resolution and an organizational decision context, i.e., negative salary change (including salary freeze and salary reduction). Study 1 showed that the compensatory effect of interactional justice was more pronounced when the prior relationship between two persons was close than when it was distant. Study 2 showed that consistent patterns were yielded when organizational commitment was used as the moderator. The present findings imply that the compensatory effect is reduced for people who are remotely related to each other and people who are not committed to an organization in the first place. The present study also demonstrates that interactional justice has a more general compensatory effect than procedural justice does. Both the theoretical and applied implications are discussed.