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Perceptions of justice and organisational commitment in international mergers and acquisitions

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Perceptions of justice and organizational commitment in international mergers and acquisitions

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Review

Perceptions of justice and organizational commitment in international mergers and acquisitions

Abstract

Purpose: Although there is substantial and accumulating evidence on the link between market entry modes and performance, evidence regarding their impact on employee perceptions and thereby their commitment is scarce. This is more so in mergers and acquisitions (M&As) where employee commitment has a significant impact on post entry performance. This study examines the association between perceptions of justice and organizational commitment in cross-border M&As.

Design/methodology/approach: We draw on market entry and M&As literatures and studies on the link between perception of justices and commitment to develop our hypotheses. We test the hypotheses with survey data from a merger of two culturally different partners – British and Japanese. A total of 128 responses were received, out of a sample of 151 non-managerial employees within the firm.

Findings: Our results show that a strong association between employees perceptions of justice during the merger and commitment to the new organisation. Surprisingly, the results do not support the widely reported interaction effects between different organizational justices and employees' commitment.

Research limitations/implications: Obtaining data from a single M&A is a potential limitation of this study.

Practical implications: The study underscores the importance of post market entry. Our results suggest that particular attention needs to be paid to the way employees of the acquired firm are treated during their interactions with their counterparts.

Originality/value: The link between market entry and performance is well documented. However, little progress has been made in understanding the antecedents/factors that influence commitment in foreign market entry and in particular cross-border M&As. This study helps close this gap.

Keywords: Entry mode, mergers and acquisitions, M&A, organizational justice/fairness, commitment, Japan.

Introduction

Though a significant amount of research has been devoted to the study of international entry modes, it was more recently that scholars started paying particular attention to understand the role and implications of mergers and acquisitions (M&A) as one of the main means for internationalisation (Ahammad & Glaister, 2013; Brouthers & Hennart, 2007; Canabal & White III, 2008). While most studies have devoted their attention to understand performance implications of other entry modes such as export (Cadogan, Sundqvist, Puumalainen, & Salminen, 2012; Calof, 1993; Oliveira, Cadogan, & Souchon, 2012), several studies have provided great insights into the link between the performance of this entry mode, i.e. M&A, and employees' commitment suggesting a significant and positive association between the two (Ahammad, Glaister, Weber, & Tarba, 2012; Chatterjee, Lubatkin, Schweiger, & Weber, 1992; Glaister & Ahammad, 2010; Gomes, Weber, Brown, & Tarba, 2011; Krug & Aguilera, 2005; Mathieu & Zajac, 1990; Weber & Fried, 2011a; Weber & Schweiger, 1992; Weber, Shenkar, & Raveh, 1996; Weber, Tarba, & Reichel, 2009). This line of research underscores the importance of preserving loyalty and commitment after the acquisition. As noted by Monin, Noorderhaven, Vaara, and Kroon (2013, p. 256) "(during post M&As integration process) perceptions of organizational justice help people to accept the planned changes and their implications, whereas perceptions of injustice exacerbate organizational problems". Organisational justice refers to the extent to which employees perceive acquisition implementation procedures as being just and fair (Taylor & Lobel, 1989). Despite the compelling evidence about the importance of post M&A commitment (Monin et al., 2013), little progress has been made in understanding the antecedents of commitment in cross-border M&As. This missing link is important. By understanding what influences commitment also helps in understanding what affects cross-border M&As outcomes. In this study, we examine the effects of procedural and interactional justice perceptions on employee commitment in a cross-border acquisition.

Our study builds on extant research that explored the link between perceptions of justice and commitment in a single country context (Ellis, Reus, & Lamont, 2009; Klendauer & Deller, 2009; Lowe & Vodanovich, 1995; Zhao, Peng, & Chen, 2013). Whilst there is considerable literature investigating the relationship between organisational justice and management practices and, there is significantly less that studies the topic from an international viewpoint (Greenberg, 1993; Li & Cropanzano, 2009; McFarlin & Sweeney, 1992; Seger-Guttmann &

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3 MacCormick, 2014). The cross-border M&A context provides an ideal setting for extending
4 organizational justice and commitment theory, because as argued by Chung, Du, and Choi
5 (2014), the dynamics of cross borders M&As bring new factors such as cultural
6 idiosyncrasies between host and home countries to bear on the association between
7 organizational justice and commitment, which may result in cultural collusions (Datta &
8 Puia, 1995; Drori, Wrzesniewski, & Ellis, 2011; Shimizu, Hitt, Vaidyanath, & Pisano, 2004;
9 Weber & Fried, 2011b), that subsequently effect commitment. Luo's (2008) study of the
10 impact of national and cultural distance upon judgements of justice within organisations,
11 concluded that "the positive link between procedural justice and cooperation outcomes...may
12 not be constant and stable when this distance varies" (p: 33).

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21 This study is important for several reasons. We aim to extend the organisational justice
22 literature, not only by investigating its applicability to the context of an international
23 acquisition, but also by providing evidence for how the two types of organizational justice
24 influence post-acquisition employee affective and calculative commitment. Though some
25 authors have investigated the effects of procedural and distributive justice on employees
26 willingness to cooperate (Melkonian, Monin, & Noorderhaven, 2011) and commitment (Ellis
27 et al., 2009), and the effects of procedural, interactional and distributive justice on managers'
28 commitment (Klendauer & Deller, 2009), to the best of our knowledge no single study has
29 investigated yet the impact of procedural and interactive justice on employees' calculative
30 and affective commitment after an acquisition. This is unique and important because it
31 enables us to capture the relative importance of different perceptions of justice – to different
32 types of commitments. Furthermore, we aim to expand the existing literature on
33 organisational justice specific to international acquisitions by evaluating the perceptions of
34 non-managerial employees as opposed to solely management personnel (Klendauer & Deller,
35 2009). This is important for two reasons. First, research shows that perceptions of non-
36 managerial employees have a strong impact of mergers performance (Glaister & Ahammad,
37 2010; Melkonian et al., 2011; Teerikangas, 2012; Weber & Fried, 2011a; Weber, Rachman-
38 Moore, & Tarba, 2012). Second, the findings will provide a deeper understanding as to the
39 how the perceptions of procedural and interactional justice change throughout the
40 organisational hierarchy. Thirdly, we intend to determine how well the two dimensions of
41 organisational justice (procedural and interactive) predict two types of commitment (affective
42 and calculative) amongst employees and find out which dimension of organisational justice is
43 the best predictor of commitment. Fourthly, we intend to investigate whether the two types of
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3 justice have an interactive and mutually reinforcing effect on employee commitment. To our
4 knowledge, this is the first study in proceeding with such investigation in the context of
5 M&A, alliances and international business in general.
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9 This study investigates the international expansion of a global UK-based company, XYZ
10 corp, which entered the Japanese market by acquiring a small-medium sized Japanese
11 technology firm, ABC corp. It analyses the impact of this entry mode on the perceptions of
12 organisational justice amongst non-managerial employees within the acquired firm. XYZ
13 corp is a leading information services company providing data and analytical tools to
14 customers across the world. Due to their size and access to resources, it frequently uses
15 acquisitions as the main means for internationalisation. The reason for this particular
16 acquisitions was to develop its presence in the Japanese market as well as to develop its
17 product portfolio through a known local brand. Previously marketing scholars (Bahadir,
18 Bharadwaj, & Srivastava, 2008; Homburg & Bucerius, 2005; Mahajan, Rao, & Srivastava,
19 1994; Warnaby, 1999) have considered similar contexts, where expansion of the
20 product/brand portfolio has been the primary motive for firms to adopt the M&A route. Such
21 acquisitions are mostly intended to improve the resource base of the firm as well as provide
22 the firms with a stronger competitive position. However as Homburg and Bucerius (2005)
23 argues, they key to success in mergers and acquisitions prompted by motives relating to
24 product/brand expansion is the extent of success achieved in the post-merger integration of
25 the firms so as to achieve a stronger competitive position in the market.
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38 The remainder of the paper is structured as follows: firstly the extant literature surrounding
39 organisational justice will be reviewed with subsequent review in relation to international
40 management practice, specifically that of cross-border acquisitions. This will be followed by
41 a methodology which will outline the case companies, research methods used and the data
42 analysis techniques proposed. The findings will then be summarised and finally, conclusions
43 will be drawn and suggestions made for further research.
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50 **Background literature and hypotheses developmentⁱ**

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53 Mergers and acquisitions has been an important entry mode for firms into international
54 markets (Lee & Lieberman, 2010). Significant number of studies have identified a host of
55 antecedent factors that leads to the choice of mergers and acquisition as an entry mode (for a
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3 meta-analysis please see Morschett, Schramm-Klein, and Swoboda (2010)). The focus of this
4 study is however on post-acquisition strategies of firms that have used mergers and
5 acquisitions as a mode of foreign market entry. According to Angwin and Meadows (2014),
6 while post-acquisition strategies are widely acknowledged to be critical in the success of
7 M&A activities of firms, research on post-acquisition strategies still remains fragmented
8 without a widely recognized framework.
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14 An important M&A research strand focusing on merger integration seems to indicate that
15 human factors are major reasons for failure (Björkman, Stahl, & Vaara, 2007; Calori,
16 Lubatkin, & Very, 1994; Cartwright & Schoenberg, 2006; Dikova & Rao Sahib, 2013;
17 Edwards & Edwards, 2013; Gomes, Angwin, Weber, & Tarba, 2013; Gomes, Cohen, &
18 Mellahi, 2011; Gomes, Weber, et al., 2011; Ranft & Lord, 2002; Sarala, Junni, Cooper, &
19 Tarba, 2014; Schweiger & Denisi, 1991; Stahl et al., 2013; Stahl, Larsson, Kremershof, &
20 Sitkin, 2011; Stahl & Voigt, 2008; Teerikangas & Very, 2006; Weber et al., 2012; Weber et
21 al., 1996; Weber & Tarba, 2011). However, despite the significant amount of research carried
22 out on the human side of M&A, the psychological dimension of the phenomenon has been
23 disregarded. Understanding fairness perceptions is important as they can influence employees
24 attitudes and behaviour and subsequently organisational performance (Baldwin, 2006).
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33 Whilst there is substantial literature exploring the relationship between management practices
34 and organisational justice, there is considerably less that researches the topic from an
35 international perspective (Greenberg, 1993; Li & Cropanzano, 2009; McFarlin & Sweeney,
36 1992; Seger-Guttman & MacCormick, 2014), particularly with regard to cross-border
37 acquisitions (Luo, 2008; Meyer, 2001). Several studies have made use of the organisational
38 theory in the context of large scale change situations (Brockner, 2002; Johnson, Korsgaard, &
39 Sapienza, 2002; Konovsky, 2000; Korsgaard, Sapienza, & Schweiger, 2002). The strategic
40 alliance literature have made some inroads to explore the impact of organisational justice in
41 the context of inter firm collaboration (see Ariño & Ring, 2010; Gomes, Cohen, et al., 2011;
42 Luo, 2005, 2007, 2008, 2009). However, the existing M&A literature on the topic is still
43 incipient and very few studies have used the organisational justice theory in the context of
44 M&A, and findings seem to be inconsistent and even contradictory. As can be seen on Table
45 1, previous studies have focused on investigating the role and effect of procedural justice on
46 employees identification (Edwards & Edwards, 2012), responses (Lipponen, Olkkonen, &
47 Moilanen, 2004), sensegiving and sensemaking (Monin et al., 2013), and on organisational
48 power structures (Steensma & Milligen, 2003).
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Whilst most studies provide evidence supporting the argument that organisational justice is a key success factor in acquisition management, Meyer and Altenborg (2007) argue that the principle of equality embedded in the concept of organisational justice has a negative influence in M&A social integration. Independently of the positive or negative of effect of organisational justice, evidence suggests that the reasons behind corporate failure in cross-border acquisitions are increasingly directed towards the ‘human factor’ (Cartwright & Cooper, 1992; Stahl et al., 2013; Teerikangas & Very, 2006; Teerikangas, Véry, & Pisano, 2011; Weber & Fried, 2011b). The literature surrounding M&A activity is increasingly attempting to link this human dimension to perceptions of organisational justice and organisational commitment. Recent studies, have started focusing their attention to the importance of organisational justice on an international scale, particularly that concerning the role that cultural differences may play in these perceptions of fairness (Drori et al., 2011; Gomes, Cohen, et al., 2011; Luo, 2008; Marks & Mirvis, 2011b).

Although justice is universally considered an important antecedent for commitment, there is compelling evidence showing that the way justice affects commitment differs between different cultures. This is because what is considered “just and legitimate” differs across cultures (Lakshman, 2011; Morris & Leung, 2000). Also, the antecedents of justice and perception of fairness vary across cultures (Drori et al., 2011; Hundley & Kim, 1997). Earlier research by Weber and Camerer (2003) illustrate this view showing that in an international partnership between an American and a German firm, there was no successful integration between operations or management because of the immense differences in values and procedures held by each firm. These differences stem from the different belief structures which give different meaning and salience to the same managerial actions and governance structures (Hundley & Kim, 1997; Marks & Mirvis, 2011a; Marmenout, 2011; Morris, Leung, Ames, & Lickel, 1999). This said, while the *relative* influence may differ, there is little reason to expect that perceptions of justice to have anything but a positive impact on commitment (for an extensive body of research on the link between perceptions of justice and commitment see Allen & Meyer, 1990; Brockner, 2002; Folger & Konovsky, 1989; Kim & Mauborgne, 1993; Konovsky & Pugh, 1994).

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3 For procedural justice - defined as the perception that governance structures used to manage
4 the acquisition and the procedures and processes in decision-making are fair (Brebels, De
5 Cremer, & Van Dijke, 2011; Colquitt, 2001; Colquitt et al., 2013; Ellis et al., 2009;
6 Greenberg, 1987, 1990; Heslin & VandeWalle, 2011; Lind & Tyler, 1988; Thibaut & Walker,
7 1975) – regardless of cultural norms and values, the feeling that procedures governing the
8 running of organisation are just is likely to have a positive impact on commitment (Edwards
9 & Edwards, 2012; Ellis et al., 2009; Lind & Tyler, 1988). It concerns decision making
10 processes and encompasses the reactions of employees to the decision outcomes and criteria
11 used by management for the perceived fairness in these eventualities (Ellis et al., 2009). The
12 underlying assumption behind procedural justice is that commitment to the decision is likely
13 to be strengthened when procedures promoting fairness perceptions are followed (Lind &
14 Tyler, 1988; Melkonian et al., 2011). This is the case because employees are not only
15 concerned with comparing their outcome with their inputs but they are also concerned with
16 the way outcomes are allocated, and believe that a fair distribution of rewards is a result of
17 fair procedures (Thibaut & Walker, 1975). Similarly, for interactional justice – defined as the
18 perception of being treated with respect and dignity during interactions with management and
19 colleagues from the acquiring company (Bies, 1986; Mikula, Petri, & Tanzer, 1990) - the
20 feeling that one is treated with respect and dignity is likely to have a positive impact on
21 commitment (Ellis et al., 2009). This type of justice is important because by being fair
22 managers are able to promote positive interactional norms that encourage employees to
23 reciprocate with positive work behaviours (Collins & Mossholder, 2014; Colquitt et al.,
24 2013). Therefore, it helps to create good relationships and enhance the interaction and
25 integration of employees and managers from both merging entities (Ellis et al., 2009). By
26 fostering interaction and through demonstrating respect, studies generally conclude that
27 employees will perceive a high level of organisational fairness, and become more loyal
28 towards the organisation (Otto & Mamatoglu, 2014). Similarly to what other scholars have
29 done (Klendauer & Deller, 2009; Luo, 2007), we combine interpersonal and informational
30 justices, referring to it as interactional justice. This seems to be adequate because
31 interactional justice refers to the feeling of being treated with respect and dignity during
32 interactions with managers from the other company (Bies, 1986; Luo, 2005; Mikula et al.,
33 1990), thus requiring good communication between the parties (Aguilera & Dencker, 2004;
34 Allatta & Singh, 2011; Risberg, 1997). Ellis et al. (2009), highlight the need for
35 communication throughout the organisational hierarchy in order to sustain corporate success.
36 One common example of this is seen in the acquisition or merger of companies for the
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3 purpose of exploiting economies of scale. In order to realise the desired benefit from the
4 merger, firms undertake substantial cost-cutting activities that often have a detrimental effect
5 upon perceptions of justice. Whilst these processes may be necessary to achieve the desired
6 result, a lack of communication between firms and employees can result in feelings of
7 unfairness, stress and mistrust from individuals, and is likely to create negativity towards the
8 firm (Ellis et al., 2009). On the contrary, perceptions of fairness may be amplified when there
9 is 'engagement, explanation and clarity of expectations' (Luo, 2005: 31). Engagement refers
10 to the involvement individuals of an organisation are given towards the decision making
11 process and involves communication and interaction, before, during and after corporate
12 transactions are made (Gomes, Angwin, Peter, & Mellahi, 2012). Explanation is the ability to
13 get everyone involved in engagement in order to minimise resentment and perceptions of
14 unjust processes. This involves justification as to why decisions are made. This aids
15 employee understanding of why their inputs may not have been realised in the final outcomes
16 of the process (Nikandrou & Papalexandris, 2007). Finally, clarity is achieved by outlining
17 exactly what is expected from employees and managers and how they will be rewarded
18 (Aguilera & Dencker, 2004; Antila, 2006).

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21 We advocate that the positive associations between perceptions of procedural and
22 interactional justices hold for both affective and calculative commitments. Affective
23 commitment broadly refers to the emotional attachment an employee feels towards an
24 organisation (Meyer, Stanley, & Parfyonova, 2012). More specifically this 'reflects the desire
25 to achieve goals in favour of the organisation' (Breitsohl & Ruhle, 2012). Meyer and
26 Herscovitch (2001) state that desire is dependent on three characteristics; shared values,
27 personal involvement and identity-relevance. Huy (2002) investigated the importance of
28 managing the emotional states of employees in a radical change situation. His research
29 findings show that managerial emotional commitment to change situations, as well as the
30 capacity of attending to employees' emotions can facilitate successful organisational
31 adaptation. Emotions are intrinsic to change situations and are aroused by actual or expected
32 positive or negative changes in these conditions (Huy, 2011, 2012). The emotion theory
33 suggests that individuals evaluate the implications of a new situation in relation to their own
34 concerns and objectives, and that positive or negative emotions are aroused in cases where
35 they understand that the potential consequences will be beneficial or detrimental to them
36 (Lazarus, 1993). M&As can be considered as radical change situations that can elicit intense
37 emotions (Huy, 2002; Kiefer, 2002, 2005; Kusstatscher & Cooper, 2005; Reus, 2012;
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3 Sinkovics, Zagelmeyer, & Kusstatscher, 2011), especially fears of employees of acquired
4 firms (Empson, 2001). Decision making procedures and power structures as well as
5 emotional affective interactional experiences between members of the merged organisations
6 can have a strong impact on the emotional side of commitment (affective) (Weiss &
7 Cropanzano, 1996), and therefore influence employees affect-driven perceptions, attitudes
8 and behaviours (Huy, 2012; Kusstatscher & Cooper, 2005; Reus, 2012; Sinkovics et al.,
9 2011). Therefore, adequate HR management (Edgar & Geare, 2005; Nikandrou &
10 Papalexandris, 2007; Weber & Tarba, 2009) and appropriate communication policies
11 (Napier, Simmons, & Stratton, 1992; Schweiger & Weber, 1989), can help establish a certain
12 degree of continuity by making changes more predictable to those who are affected by it
13 (Huy, 2002). Calculative commitment is more specifically defined as “a cognitive evaluation
14 of the instrumental worth of a continued relationship with the organisation” (Wetzels, De
15 Ruyter, & Van Birgelen, 1998, p. 409). At the individual employee level, it represents the
16 move to a new employer (Gilliland & Bello, 2002; Lee & Miller, 1999). In this sense,
17 calculative commitment is quite simply a calculation of the ‘costs’ associated with remaining
18 with the same employer, be they physical or psychological (Meyer, Stanley, & Parfyonova,
19 2012).

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32 In Japan, the context of this study, the link between commitment and justice perceptions may
33 be stronger for foreign owned firms than Japanese owned firms for several reasons. Although
34 foreign affiliates contribute to less than ten percent of Japan’s output and employ
35 approximately only 2 percent of the labour force (Ono & Odaki, 2011), their employment
36 practices have had a strong influence on employee relations in the country. Generally,
37 Japanese workers prefer local firms over foreign owned firms because of uncertainties
38 associated with job security and unfamiliar management practices (Ono & Odaki, 2011).
39 Empirical research shows that, overall, local firms have the lowest turnover in the world
40 because of the traditional lifetime employment model (Ono, 2013). Also, in contrast to
41 domestic firms that tend to have high commitment- low turnover, foreign owned firms tend to
42 operate under the low commitment – high turnover model (Ono, 2013). This, however, has
43 not stopped a large number of Japanese employees to work for foreign owned firms because
44 of the relatively high salaries and promotion opportunities for younger talent, as summarized
45 by Ono (2013, p. 3) “some workers in the more traditional Japanese settings envy the greater
46 independence and higher pay, and yet others feel disdain for what they perceive as money-
47 motivated and short-sighted values”.

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3 While the challenge for foreign firms entering through greenfield investments is to recruit
4 and retain talent that buy into the flexibility offered by Western management practices, the
5 challenge for foreign firms acquiring Japanese affiliates is to maintain the high commitment
6 of existing employees who may have a strong identification with the “traditional” Japanese
7 management model.
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12 The extensive research on perception of organizational justice and employees outcomes in
13 Japan suggests that low organizational justice is associated with low willingness to work, and
14 psychological distress (Hayashi, Odagiri, Ohya, Tanaka, & Shimomitsu, 2011; Inoue,
15 Kawakami, Tsuno, Tomioka, & Nakanishi, 2013). However, the antecedents of
16 organizational justice are a product of what is considered fair and just in Japan (Kidder &
17 Muller, 1991; Takenishi & Takenishi, 1990). As noted by Ohbuchi, Suzuki, and Hayashi
18 (2001, p. 94) in Japan, to be perceived as just and fair, firms need to achieve both “individual
19 rights and group goals”. Thus, firms need to balance “kouhei”, that is protection of
20 individual rights, and “seigi”, that is “the collective perspective by which a social decision
21 is justified”. (Ohbuchi et al., 2001, p. 94). Thus, given the reported individualist
22 compensation and promotion practices employed by foreign affiliates (Ono, 2013), one
23 expects organizational justice to be highly associated with commitment in foreign affiliated
24 firms. This is because Japanese employees are often concerned about the extent to which the
25 foreign affiliate preserves/abandons deeply embedded practices such as principle of life long
26 employment and the system of seniority. Herbes and Vaubel’s (2007) study of post M&A
27 integration success in Japan, reported that Western managers often underestimate the
28 peculiarities of the Japanese management system and as a result “they misjudged the
29 importance that Japanese employees attach to their country's HR customs and practices”
30 (Herbes & Vaubel, 2007, p. 20). Kidder and Muller (1991) reported that what is considered
31 important for US employees such as participation in the decision making may not appeal to
32 Japanese participants who believe that top management should decide for the company.
33 Overall, the preceding analysis suggests that perceptions of justice are expected to have a
34 strong impact of employee commitment in cross-border M&As in Japan. Thus, we propose
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53 *Hypothesis 1.a: Positive perceptions of procedural justice in a Japanese M&A context, will*
54 *increase employee’s affective commitment.*
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3 *Hypothesis 1.b: Positive perceptions of procedural justice in a Japanese M&A context, will*
4 *increase employee's calculative commitment.*

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7 *Hypothesis 2.a: High levels of perceived interactional justice in a Japanese M&A context,*
8 *will lead to high levels of employee calculative commitment.*

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11 *Hypothesis 2.b: High levels of perceived interactional justice in a Japanese M&A context,*
12 *will lead to high levels of employee affective commitment.*

13 14 15 16 17 ***The Relative Influence of Perceptions of Justice on Commitment***

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19 Previous studies attempting to derive which dimension has the greatest impact upon
20 outcomes such as commitment, trust and co-operation are inconclusive. Several authors assert
21 interactive justice, has a stronger effect upon commitment than procedural justice (Folger &
22 Konovsky, 1989; Klendauer & Deller, 2009). According to Klendauer and Deller (2009),
23 this is the case because employee's perceptions start being shaped from their initial
24 interactions with their new managers. As a result, their perceptions of subsequent actions and
25 procedures will be influenced by their initial interactions. Lind and Tyler (1988) reinforce
26 this argument suggesting that interactional justice exerts a stronger influence on employees
27 than the outcomes they receive. This might be particularly the case in international M&A, as
28 employees' of the acquired firm might not be familiar with the management style and
29 organisational culture of the acquiring firm. In these cases, senior management might be
30 sensitive to cultural values and norms and treat acquired employees in a more polite and
31 respectful manner in order to minimise the potential for cultural clashes.

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41 However, Gomes et al.'s (2011) research findings show that perceptions of procedural
42 injustice, in terms of organisational governance and decision-making structures of the newly
43 formed organisation, tend to create negative feelings and attitudes in employees of the
44 merged organisations. Consequently, this undermines the interactions and relationships
45 between employees and managers from both firms. This is in line with previous research
46 findings showing that procedural justice is essential to enhance the social connection between
47 groups and group authorities (Tyler, DeGoey, & Smith, 1996). Edwards and Edwards's
48 (2011) research findings, provide evidence that in fact perceived procedural justice has a
49 strong impact on acquired firm employee's identification with the acquired firm. Ellis et al.
50 (2009) support this view by suggesting that procedural justice is more critical than
51 informational (interactional) justice during the post-integration phase of the acquisition.
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3 According to these authors, this is the case because during the integration phase,
4 informational (interactional) justice becomes less important because more information is
5 likely to be made public, and employees become more able to assess the merger rationale and
6 the reasons why some integration activities will have taken place. As the merger evolves
7 during its integration phase, the established procedures will become more critical in
8 determining the required levels of interaction and engagement between members from the
9 merging organisations. Melkonian et al.'s (2011) research findings strengthen this view
10 suggesting that justice perceptions vary over time and that in fact, the procedural dimension
11 of organisational justice becomes the most critical after the merger implementation phase.
12 Since this study is evaluating justice perceptions one year after the acquisition took place we
13 propose that:
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22 *Hypothesis 3.a: In a Japanese M&A context, procedural justice has a stronger*
23 *relationship with organisational commitment than interactional justice.*
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26 Fairness in terms of decision making procedures and power structures will have a stronger
27 impact on the emotional side of commitment (affective). The affective events theory (AET)
28 provides a theoretical explanation of how emotional affective experiences (Weiss &
29 Cropanzano, 1996) can influence employees affect-driven perceptions, attitudes and
30 behaviours in the context of M&A (Huy, 2012; Kusstatscher & Cooper, 2005; Reus, 2012;
31 Sinkovics et al., 2011). Individual perceptions of procedural justice are highly influenced by
32 the perceived threats to social identity caused by organisational changes such as group-level
33 processes, restructuring, centralisation of decision making, formalisation of procedures, and
34 power structures (Sinkovics & Ghauri, 2008; Ullrich, Wieseke, & Dick, 2005). According to
35 Risberg (2001), individual perceptions are influenced by individual experiences and
36 ambiguous interpretations about the way the acquisition process is managed. In this sense,
37 Reus (2012) asserts that the cultural differences involved in cross-border M&As have a
38 particular influence on the emotional experiences of employees. In order to be able to enact
39 fair procedures with the objective of enhancing the levels of perceived affective fairness,
40 organisations need to be able to understand the situation and deal with the emotions of
41 employees from the acquired organisation (Ellis et al., 2009; Vaara, Sarala, Stahl, &
42 Björkman, 2012). It is for this reason that the emotional side of affective commitment can be
43 highly influenced by cultural traits.
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3 Based on Hofstede's framework, Meyer, Stanley, Jackson, et al. (2012) analysed the effect of
4 cultural differences in terms of individualist/collectivist and power distance traits of
5 American and Japanese firms on employee commitment. The literature in this area largely
6 suggests that employees in Japan may experience commitment differently to employees of
7 western cultures (Near, 1989). Typically, Japanese cultures are regarded to instinctively hold
8 strong affective commitment to the company due to the collectivist nature of corporate
9 cultures (Meyer, Stanley, Jackson, et al., 2012). With this in mind it is considered that
10 affective commitment should be greater in collectivist countries due to the emphasis placed
11 on retaining social ties and reaching in group goals (Randall, 1993). Referring this back to
12 both procedural and interactional justice, employees in Japanese firms are considered to hold
13 positive perceptions of fairness. Relating this to cross-border acquisition, it is assumed that
14 the takeover of a Japanese company by typically western firm will have a negative impact on
15 the employee perceptions of fairness and consequently commitment (Meyer & Allen, 1991).
16 This being said, it is argued that the nature of typical employment relationships is ever
17 evolving (Breitsohl & Ruhle, 2012) and for this reason, the ability to anticipate M&A
18 relationships is increasingly difficult. One such example of this is seen in traditional Japanese
19 life-long employment. Corporate changes have impact the frequency of this accepted
20 employment condition and therefore it is considered that a Western takeover will not have
21 such a negative impact on both perceived fairness and commitment to the firm (Breitsohl &
22 Ruhle, 2012). However, it must be acknowledged that changing global trends challenge
23 previous research in the field and dislodge previous assumptions. Based on the above
24 discussion, we propose that:

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40 *Hypothesis 3.b: In a Japanese M&A context, procedural justice has a stronger*
41 *relationship with affective commitment than with calculative commitment.*
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44 The above hypotheses suggest that there is an individual effect of each type of justice,
45 procedural and interactional, on employee commitment, both affective and calculative, which
46 will tend to augment as employees' perceptions of each type of justice increases. Though we
47 are going to measure the individual effect of each of the two types of justice on employee
48 commitment, we also aim to analyse their interactive effect. This is important because several
49 scholars suggest that not only individual mechanisms of organisational justice matter, but
50 when both justice dimensions are in place they are likely to be mutually reinforcing and to
51 exert a stronger influence on commitment (e.g., (Kim & Mauborgne, 1993; Luo, 2007;
52 McFarlin & Sweeney, 1992). Luo (2007) investigated the individual and the combined effect
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3 of the various types of justice on alliance outcome. His findings confirmed that though each
4 type of justice has a unique effect on alliance performance, the combined and interactive
5 effect of procedural and interactional justices was greater. Cropanzano and Folger (1989)
6 corroborate this view and suggest that the different types of justice have an interactive effect
7 on employees' perceptions of organisational justice. Ellis et al.'s research findings (2009)
8 provide supporting evidence to the view that procedural and informational (part of
9 interactional) justices are particularly important to large-scale restructuring and change
10 situations like M&A, in which employee self-interest and inclusion become of paramount
11 importance. This seems to be the case because the information provided about the merger
12 rationale, objectives and implementation plans should be consistent with the explanations
13 provided on why certain decisions and procedures have been or are likely to be introduced as
14 a result of the merger. Ellis et al. (2009) suggest that when procedural justice is not
15 accompanied by informational (interactional) justice, employees from the merging firms are
16 likely to become resentful towards decision makers as they will feel that they have not been
17 given voice. Based on their analysis of procedural and interactional justice in an international
18 joint venture between two African firms, Gomes et al. (2011) also suggest that both elements
19 of justice are strongly interconnected and that no single element can be managed in isolation.
20 This leads to the following hypotheses:

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34 *Hypothesis 4.a: In a Japanese M&A context, the interactive effect between procedural*
35 *justice and interactional justice positively affects calculative commitment.*

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Hypothesis 4.b: In a Japanese M&A context, the interactive effect between procedural
justice and interactional justice positively affects affective commitment.

Methods

The empirical study was carried out in a Japanese organisation that was taken over by a global firm. The acquired organisation (ABC corp) as well as the acquirer (XYZ corp) are in the business of providing information services and offer data and analytical tools to customers. The rationale behind the acquisition was largely to extend geographic reach, a strategic move that would not only create presence in Japan but a decision that would also expand XYZ corp's principle activity of marketing services. The acquisition offered the opportunity for XYZ corp to capitalise on the innovative digital marketing activities that ABC corp had already established as well as the client base that they had built. The

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3 acquisition of successful innovative firms such as ABC corp, has been acknowledged in
4 previous studies as a key success factor in M&As (Sorescu, Chandy, & Prabhu, 2007). The
5 firm was already accomplished in the market a strong client base that would enable XYZ
6 corp's profile to be raised amongst the existing clients throughout Japan. The company's
7 decisions to undertake acquisitions in unexplored markets are largely driven by a strategy to
8 expand international presence worldwide.
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14 A survey was distributed amongst non-managerial employees within the acquired firm. The
15 data was collected almost two years after the acquisition was completed. There were about
16 400 employees working in ABC corp during the time of the study. The questionnaire was
17 administered online through a popular survey software. The employees were invited to the
18 survey through an e-mail sent out by the CEO of ABC corp. The invitation e-mail explained
19 the purpose of the study and the consent given by the senior management for the study. The
20 invitation e-mail also had a link to the online survey. The questionnaire was administered in
21 Japanese. A total of 128 responses were received, out of a sample of 151 non-managerial
22 employees within the firm. This produced a response rate of 85%, a rate considered very
23 good for a self-completion questionnaire distribution (Mangione, 1995). Within the
24 responses, there were only ten responses deemed to be unusable due to incomplete responses.
25 In the sample of respondents, 74% were male and more than 80% having at least an
26 undergraduate degree. The average age of the respondents was 34.3 years. No incentives
27 were offered for participation in the study other than an understanding the results of the study
28 may be used to help the company with future acquisition processes.
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40 The complete data collection took place over a five week period from July to August 2012.
41 With consideration of delays in company approval of the study and the time constraints of the
42 study it was initially anticipated those two weeks would be sufficient to collect the necessary
43 results. This was based upon the support and distribution process via the company CEO.
44 Despite achieving a good response rate it was decided that this would be extended to further
45 increase participant numbers.
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50 51 **Analysis and results**

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53 To test the hypotheses shown in fig.1, the data was analysed through the partial least squares
54 methodology implemented through smartpls (Ringle, Wende, & Will, 2005). The PLS
55 methodology has been extensively applied across the different research streams in
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3 management and strategy in the recent past (Henseler, Ringle, & Sinkovics, 2009). The PLS
4 methodology uses a component based approach to analyse path coefficients between
5 constructs. Further, PLS methodology places minimal restrictions on measurement scales,
6 sample size and residual distributions (Pavlou & Fygenson, 2006). Responses from a total of
7 118 employees were analysed.
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11 Procedural justice and interactional justice was measured through four items, while
12 calculative commitment was measured using two items and affective commitment was
13 measured through three items. All the items were adapted from extant studies and were tested
14 for their psychometric properties by previous studies. The items used for the analysis and
15 their source are shown in table.1.
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28 The items were translated in Japanese before they were administered. Table.2 provides details
29 of the means, standard deviation, average variance extracted and composite reliability of the
30 measurement scales.
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34 To establish the convergent validity, the AVE of the five constructs were calculated. AVE
35 for all the constructs except calculative commitment were above the prescribed value of 0.5,
36 in the case of calculative commitment it is marginally below 0.5. AVE values of above 0.5
37 establish the convergent validity of the measurement scale. In order to assess the discriminant
38 validity, the square root of each construct's (AVE) was compared to the inter construct
39 correlations. In all the cases, the square root of the AVE was found to be larger than any of
40 the inter-construct correlation values, thereby establishing discriminant validity (Chin,
41 1998). Table.3 gives the values of inter-construct correlations and the square root of the
42 AVE. Similarly, all the composite reliability values were above the prescribed value except in
43 the case of calculative commitment. Since the scale items of calculative commitment were
44 adopted from a well-tested psychometric measurement scale, and also since the AVE value is
45 only marginally lower than the prescribed value, we decided to retain the scale for calculative
46 commitment.
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3 As the independent and dependent constructs were measured from the same source, there is a
4 potential for the results being distorted by common method bias (Podsakoff, MacKenzie, Lee,
5 & Podsakoff, 2003). In order to assess the extent to which common method bias could have
6 affected the results, the Harman's single factor test was used in which all the fit indices for a
7 single factor confirmatory factor analysis measurement model was compared to the actual
8 measurement model. The actual measurement model with the observed variables loaded to
9 their respective latent factors produced a Chi-square value of 229.7 with 60 degrees of
10 freedom (Chi-square/d.f = 3.83). While the single factor model was found to be far too poor
11 compared to the actual measurement model in terms of the fit indices (Chi-square value of
12 370 for 65 degrees of freedom, ie. Chi-square/df = 5.7) thereby showing lack of common
13 method bias.
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37 To test the empirical validity of the hypotheses, a path analysis procedure was conducted
38 through PLS. The path analysis results provide support for a majority of the hypothesis. The
39 R^2 values for the two endogenous constructs – affective commitment and calculative
40 commitment were 0.225 and 0.248 respectively. Since these values were significant, the
41 overall validity of the model is established. To assess the significance of the path analysis
42 coefficients a boot strapping methodology as envisaged by Chin (1998) was adopted. The
43 bootstrapping procedure involved 250 cases and 1000 resamples. The boot-strapping
44 procedures produce t-values for each of the paths, which give an indication of the statistical
45 significance of the paths. It was found that four of the six path analysis coefficients were
46 found to have significant t-values and were positive. The path analysis results are shown in
47 table. 4. It is seen that the main paths from Interactional Justice to Calculative commitment
48 and Affective commitment are both positive and significant. Similarly the paths from
49 procedural justice to calculative commitment and affective commitment are also seen to be
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3 positive and significant. The paths proposed for the interaction items are both not significant
4 either in the case of calculative commitment or affective commitment. The results thus
5 support hypotheses that imply direct relationships between the organisational justice variables
6 and affective and calculative commitment. However the results do not find any support for
7 the interactive effect of the organisational justice variables to organisational commitment.
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20 Based on the path analysis results from table.4, it is clear that both procedural justice and
21 interactional justice have a positive significant relationship with affective commitment and
22 calculative commitment. Hence hypotheses H1.a, H1.b, H2.a and H2.b are supported. As far
23 as H3.a is concerned, the standardised path coefficients from Procedural justice to affective
24 and calculative commitment (0.338 and 0.27) have higher values than the path coefficients
25 from interactional justice to affective and calculative commitment (0.159 and 0.257). Hence
26 hypothesis H3.a is supported. Further, the standardised path coefficient from procedural
27 justice to affective commitment (0.338) has a higher value than the standardised path
28 coefficient from procedural justice to calculative commitment (0.27). Thus, procedural justice
29 has a stronger positive relationship with affective commitment than calculative commitment.
30 Hypothesis H3.b is also therefore supported. However, the interaction variable between
31 procedural justice and interactional justice was not found to have a significant path
32 coefficient to either affective commitment or calculative commitment. Hence, hypotheses
33 H4.a and H4.b are not found to have a significant t-value. Hence while there is a direct effect
34 from procedural justice and interactional justice to the organisational commitment variables,
35 there is no evidence to support an interactive effect.
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49 Discussion

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52 This study examined the link between perceptions of justice and commitment in a cross-
53 border acquisition. Specifically, the study investigated the association between procedural
54 and distributive justices and calculative and affective commitments. The study contributes to
55 the growing body of literature on the antecedents of commitment in cross-border mergers. To
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our knowledge, this is one of the few studies examining the link between perceptions of justice and commitment in this type of international entry mode, as this small research strand has mostly focused on a single country context (Ellis et al., 2009; Klendauer & Deller, 2009; Lowe & Vodanovich, 1995; Monin et al., 2013).

The analysis of perceptions of justice of Japanese employees of the way the acquirer – a British firm- handled the process highlights a number of interesting results. Our results show high level of employees' commitment in employees of the local Japanese acquired firm, and in line with previous studies, show that organisational justice, both procedural and interactional, have a strong relationship with commitment (affective and calculative). Though may sound quite intuitive, however, Meyer and Allen's (1991) study suggests that the takeover of a Japanese company by a typically western firm should have a negative impact on the employee perceptions of fairness and consequently on commitment. Our findings lend credence to the extant research on justice in Japanese organizations. Our results suggest that organizational justice is a sine qua non for employee commitment in foreign owned organizations operating in Japan. Given the highlighted differences between Japanese and non-Japanese organizations, in terms of both HR practices and employee profiles, it would be interesting to compare the relative impact of perception of justice and employee commitment.

Interestingly, in contrast to previous studies (Folger & Konovsky, 1989; Klendauer & Deller, 2009; Lind & Tyler, 1988), our results show that procedural justice has a stronger influence over employees commitment to the firm than interactional justice. This might be explained, to a certain extent, by the fact that during the post-merger integration phase the established procedures do become critical in determining the required levels of interaction and engagement between members from the merging organisations. This is in line with Ellis et al (2009) and Melkonian's (2011) findings showing that the procedural dimension of organisational justice becomes the most critical after the merger implementation phase. The results suggest that if employees have the ability to influence decision-making procedures, there is a good chance that employee's relative commitment to the acquired firm will be high. This supports the broader literature that contend that if employees are given the chance to become actively involved in the outcomes of processes and procedures, they are likely to feel a sense of process control (Daly & Geyer, 1994; Ellis et al., 2009; Kim & Mauborgne, 1993; Korsgaard, Schweiger, & Sapienza, 1995).

Our results also show that procedural justice has a stronger relationship with affective commitment than with calculative commitment. This may be partly explained by the fact that

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3 justice in terms of decision making procedures and power structures (procedural justice) have
4 a stronger impact on the emotional side of commitment (affective) (Weiss & Cropanzano,
5 1996). Since the emotional side of affective commitment can be highly influenced by cultural
6 traits, cultural differences involved in international entry modes like M&As can then exert
7 particular influence on the emotional experiences of employees (Reus, 2012). The affective
8 commitment to the company may also be explained by the Japanese culture, which due to its
9 collectivistic nature, and emphasis on retaining social ties and reaching groups goals (Meyer,
10 Stanley, Jackson, et al., 2012; Randall, 1993).

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13 In terms of the interactive effects between procedural and interactional justice, surprisingly,
14 our results do not provide evidence to support the established view that their interaction will
15 exert a stronger influence over employees' commitment as suggested by previous studies
16 (Cropanzano & Folger, 1989; Kim & Mauborgne, 1993; Luo, 2007; McFarlin & Sweeney,
17 1992). The design of our study does not allow us to provide speculations to why the two
18 justices do not reinforce each-others as expected. This could be due to the institutional
19 context of Japan and or the nature of post mergers integration. In depth qualitative studies
20 seeking to unpack this puzzle are highly warranted.

31 32 *Practical implications*

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34 If we look at the practical implications of the international acquisition process, it is evident
35 that obtaining optimum perceptions of organisational fairness is not so straight forward. This
36 is particularly the case involving international entry modes such as M&A, in which
37 management have to consider potential cultural and language barriers that may prevent the
38 efficient implementation of the governance structures used to manage the acquisition and the
39 procedures and processes in decision-making. In fact as Chun and Davies (2010) found, time,
40 space and role of the employees could influence the satisfaction and emotional attachment to
41 the firm in a post-merger scenario. Particular attention therefore needs to be paid to the way
42 employees of the acquired firm are treated during their interactions with their counterparts.
43 This will strongly influence their willingness to stay or leave the firm, which may facilitate or
44 become a barrier for the post-acquisition integration implementation, and ultimately influence
45 the success in entering into new international markets. Results from the study broadly charts
46 out the process of building employee commitment through achieving organisational justice.
47 The study entreats practitioners to strongly consider issues attached to organisational justice
48 on board during the post-merger strategic planning process.

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3 In a recent study, Öberg (2014) reports how international acquisitions can end up eroding
4 customer relationships due to the customers reacting negatively to acquisitions. Thorbjørnsen
5 and Dahlén (2011) have also reported similar results. To avoid such problems, these authors
6 suggest an active involvement of the customer in the post-merger activities. Implementing
7 such a strategy that requires a close interaction with customers is not possible without a
8 strong support from existing employees. Thus, in such situations, strong commitment from
9 existing employees could at least stem the tide of customer defections and customer
10 dissatisfaction. By underlying the role of organisational justice in fostering employee
11 commitment in the context of a multi-country acquisition, insights from this study should
12 therefore guide practitioners in developing strategies for retaining customers.
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23 *Limitations and avenues for further research*

24 Although the questionnaire used in the study had the support of its success in previous
25 studies, it would appear from the results and discussions with translators that the questions
26 themselves were considered to be too imposing and insensitive for the Japanese audience, as
27 the topic of organisational justice is regarded to be quite personal. This we accept as an
28 important limitation. We recommend that future studies should perhaps develop
29 questionnaire items that take into consideration Japanese sensitivities. Further, though we had
30 followed basic protocols for conducting the survey like assurance of confidentiality and
31 reverse wording of some questions, due to the small population size (ie. just 151 non
32 managerial employees), the impact of social desirability bias in the results cannot be ruled
33 out, this is another limitation of the study.
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41 In addition the study considered responses from the employees of just one firm and therefore
42 contextual considerations would have impacted the responses. Although the Japanese context
43 represents an interesting context for cross border M&As studies because of the uniqueness of
44 the local institutional setting (Witt, 2014), the findings are relevant to other Asian
45 collectivists contexts (Rowley, Benson, & Warner, 2004; Varma & Budhwar, 2013). The
46 generalizability of the findings, however, may warrants caution.
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54 Further research could either repeat the same study in different countries, or perhaps repeat
55 the same study in the same country but within different acquired companies and investigate
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3 the effect of language barriers on perceptions of justice. To this end a qualitative
4 methodology would be more appropriate.
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7 Another suggestion for further research would be in identifying whether the size and
8 international experience of the acquiring firm has much influence of the perceived
9 organisational fairness and commitment within the acquired firm, as larger firms may have
10 more capacity to employ personnel specific to manage each acquisition, such as ABC corp.'s
11 integration manager. Further studies may also consider investigating the relationship between
12 organisational justice perceptions and employee commitment in the context of the
13 internationalisation process of SMEs through M&As. Given the importance of emotions in
14 explaining affective commitment, it further studies could investigate the potential mediating
15 effect of emotions in the relationship between organisational justice and affective
16 commitment.
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26 ⁱ To identify the relevant literature, we consulted three article databases, namely EBSCO, Scopus and
27 Web of Knowledge, as well as Google Scholar, using the search terms "strategic alliances", "mergers
28 and acquisitions", in combination with "procedural justice", "interactive justice", "affective commitment"
29 and "calculative commitment" . We also searched for all papers on M&As, procedural and interactive
30 justice and commitment in Japan.
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TABLE 1: An Illustrative Literature on Organisational Justice in the Context of M&A

	Types of Organisational Justice		
	Procedural	Distributive	Interactional (and informative)
Power basis	(Steensma & van Milligen, 2003)		
Employee reactions to allocation processes	(Meyer, 2001)		
Social integration process	(Meyer & Altenborg, 2007)		
Employees willingness to cooperate	(Melkonian, Monin, & Noorderhaven, 2011)		
Employees post-merger identification	(Lipponen et al., 2004) (Edwards & Edwards, 2012)		
Value creation and employee commitment	(Ellis Reus & Lamont, 2009)		(Ellis Reus & Lamont, 2009)
Sensegiving and sensemaking		(Monin et al., 2013)	
Integrative equality		(Drori, Wrzesniewski, & Ellis, 2011)	
Managers' commitment	(Klendaauer & Deller, 2009)		

Source: Author analysis.

Table.2. Questionnaire items: Calculative, procedural and affective commitment.

Interactional Justice	Items	Source
Interactional Justice	I feel that the top management (either international or Japanese) has treated me with respect.	(Bies and Moag, 1986)
	I feel that the top management (either international or Japanese) has treated me with dignity.	(Bies and Moag, 1986)
	Since the acquisition, my immediate supervisor has been candid in his/her communication with me	(Bies and Moag, 1986)
	My immediate supervisor (either foreign or Japanese) has communicated details in a timely manner.	(Colquitt, 2001)
Procedural Justice	After the acquisition, procedures have been constructed in a way that takes into consideration the concerns of all the employees affected by the decision	(Leventhal, 1980)
	I have been well informed since the acquisition took place	(Kotter and Schlesinger, 1979)
	I have been formally involved during the acquisition and was able to express my views and ideas	(Colquitt, 2001)
	I have been given enough time to adapt to the changes brought by the acquisition process	(Daly & Geyer, 1994)
Affective Commitment	After my company was acquired, I do not feel like "part of the new family"*	(Meyer & Allen, 1997)
	I do not feel a strong sense of belonging to this acquired company*	(Meyer & Allen, 1997)
	I do not feel emotionally attached to my company since it was taken over by Experience*	(Meyer & Allen, 1997)
Calculative Commitment	After the acquisition, it has become very difficult for me to leave my organisation, even if I wanted to*	(Meyer & Allen, 1997)
	I feel that remaining with my company after the acquisition is a matter of	

	necessity as much as a desire	
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*Reverse scaled

Table.3: Descriptive statistics

	Mean	Std. Deviation	AVE	Composite Reliability	No. of items
Interactional justice	4.6	1.38	0.76	0.92	4
Procedural justice	3.44	1.29	0.73	0.91	4
Calculative commitment	4.41	.95	0.49	0.50	2
Affective commitment	4.06	1.20	0.61	0.82	3

Table.4 Interconstruct correlations and square root of AVE

	1	2	3	Square root of AVE
Calculative commitment	1.00			0.7
Interactional Justice	0.42	1.00		0.87
Procedural Justice	0.40	0.57	1.00	0.85
Affective commitment	0.24	0.36	0.44	0.78

Table.5: Path analysis coefficients (PLS)

Path from	Path to	Standardised coefficients
Interactional Justice	Affective Commitment	0.159**
Interactional Justice	Calculative Commitment	0.257*
Procedural Justice	Affective Commitment	0.338**
Procedural Justice	Calculative Commitment	0.27*
Interaction of Int Just and Pro Just	Affective commitment	N.S
Interaction of Int Just and Pro Just	Calculative commitment	N.S

** p <0.01, *p<0.05