

Justice in Supply Chain Relationships: A comprehensive review and future research directions

Abstract

This paper aims to assess the current status of research on inter-organisational justice in supply chain relationships (SCRs), analyse its key themes and develop future research directions to advance the knowledge of SCRs. The study employed a rigorous review methodology that combined systematic and snowballing searches. In total, 98 papers published in peer-reviewed journals between 1983 and 2020 were identified and have been descriptively and thematically analysed. Through synthesising and integrating the extant research, the study develops a taxonomy of types of inter-organisational justice in SCRs (i.e. relationship overall justice, relationship dimension-based justice, event overall justice and event dimension-based justice). The review also identifies and discusses three main themes (and subthemes) of the existing research, including antecedents (i.e. governance mechanism, governance design, breach of contract and relationship power), outcomes (i.e. attitudinal, behavioural and performance) and boundary conditions (i.e. relationship and environmental) of inter-organisational justice in SCRs. The study concludes by identifying current gaps and suggesting important research directions for further work.

Keywords Equity, Fairness, Inter-organisational justice, Literature review, Supplier, Supply chain.

1. Introduction

Intensifying competition, ever-changing customer preferences, shrinking product lifecycles and cost pressures have increasingly pushed organisations to rely more on a network of partners across the supply chain to obtain input materials/services and develop, manufacture and deliver their products/services to customers in the most possible efficient and effective way (Alghababsheh & Gallear, 2022; Sun et al., 2022; Hornibrook et al., 2009). As this trend continues to rise, the focal company's product performance in the marketplace becomes undoubtedly more dependent than ever on the coordination between and performance of its supply chain partners (e.g. suppliers, distributors and logistics service providers). Therefore, managing, maintaining and developing strong supply chain relationships (SCRs) has been hailed as a key strategic priority to ensure a

firm's long-term survival and competitive advantage (Magableh, 2021; Parmigiani & Mitchell, 2010; Zaefarian et al., 2016). One of the central relational aspects to the continuity, evolution and performance of SCRs is the perceived inter-organisational justice in the relationship (Matopoulos et al., 2019; Narasimhan et al., 2013; Pan et al., 2020).

An increasing body of research unveils that the perception of inter-organisational justice can significantly contribute to the success of SCRs. It has been documented that inter-organisational justice not only reduces conflict (Brown et al., 2006) and opportunism (Luo et al., 2015) in the relationship, but also enhances relationship quality (Muyllé & Standaert, 2016), commitment (Zaefarian et al., 2016), trust (Hofer et al., 2012), satisfaction (Brock et al., 2013), collaboration (Wagner et al., 2014) and knowledge sharing (Liu et al., 2012). On the other hand, violation of inter-organisational justice can be detrimental to SCRs. It can increase tensions between partners that provoke conflict and hostility, reduce cooperation and flexibility, undermine stability and increase dissolution intention in the relationship (Samaha et al., 2011; Scheer et al., 2003). The vital role that inter-organisational justice plays in SCRs stems from the fact its dimensions (distributive, procedural and interactional) deal with the three core aspects of managing SCRs, including economic (returns), structural (procedures and policy) and social (interaction and communication) aspects, respectively (Liu et al., 2012). Unsurprisingly, the concept of inter-organisational justice in SCRs has become of increasing scholarly and practical attention.

In recent years, research into inter-organisational justice in SCRs has proliferated in the supply chain management (SCM) domain (Alghababsheh et al., 2020; Jokela & Söderman, 2017; Theodorakopoulos et al., 2015; Zaefarian et al., 2016). However, although this research has accumulated and, indeed, become rich, a comprehensive and integrative understanding of its current status, key research themes and future inquiry is surprisingly lacking. This lack of understanding may result from the fragmentation of the research into several but related disciplines. Inter-organisational justice in SCRs has been examined in research on channel relationships (e.g. Kumar et al., 1995; Shaikh et al., 2018), industrial marketing (e.g. Trada & Goyal, 2017), buyer-supplier relationships (e.g. Alghababsheh et al., 2020; Griffith et al., 2017) and operations and SCM (e.g. Narasimhan et al., 2013; Wang et al., 2014). Therefore, the aim of this study is to pull together this fragmented and scattered research on inter-organisational justice in SCRs to organise, synthesise and integrate it in order to understand its current status, analyse its

key themes and develop a foundation for advancing the associated knowledge by identifying current gaps and suggesting important research directions.

To achieve this, we combined a systematic literature review with a snowballing (backward and forward) search to identify all the relevant journal papers on inter-organisational justice in SCRs. We adopted a broad perspective and reviewed inter-organisational justice research in all types of vertical SCRs (i.e. buyer-seller) both upstream and downstream in the supply chain (Lambert & Cooper, 2000). Our review identified 98 papers published in peer-reviewed scholarly journals between 1983 and 2020. We carried out a descriptive analysis of the selected papers to provide a brief background of inter-organisational justice research in SCRs in terms of publication trend, publication outlet, methodological approach, research country context, research perspective, theoretical perspectives, inter-organisational justice dimension(s) focus and types of inter-organisational justice examined. We then conducted a thematic analysis of this research according to the three main themes (and their subthemes) identified, namely antecedents, outcomes and boundary conditions of inter-organisational justice in SCRs.

The contributions of the study to the SCM literature are threefold. First, by synthesising the extant research, this study developed a taxonomy of types of inter-organisational justice in SCRs (i.e. relationship overall justice, relationship dimension-based justice, event overall justice and event dimension-based justice) based on types of justice assessment (i.e. overall justice and dimensional-based justice) and types of aspect assessed in the relationship (i.e. relationship and event). Second, the study identified, categorised and developed the antecedents, outcomes and boundary conditions of inter-organisational justice in SCRs into a nomological framework that enriches our understanding of the current status of the extant research. Finally, the study paves the way for advancing the knowledge on this important topic in SCM by identifying current research gaps and developing several salient avenues for future research.

The remainder of the paper is structured as follows. In the following section, the paper provides an overview of inter-organisational justice before our review methodology is discussed in section 3. Then it presents the findings of the descriptive and thematic analysis in section 4. The paper concludes by discussing the findings and outlining future research directions.

2. Inter-organisational justice in SCRs

Prior to the introduction of the term ‘organisational justice’ by Greenberg (1987), management and organisations scholars relied on the equity theory perspective to assess the extent of justice in the context of intra- and inter-organisational relationships. Since its introduction, the concept of organisational justice has received considerable scholarly attention over the ensuing years, leading to the development of different theoretical conceptualisations. Organisational justice was perceived earlier in term of distributive justice and then expanded to include procedural justice and eventually interactional justice, resulting in a three-model of organisational justice (Cohen-Charash & Spector, 2001; Soyer et al., 2021). However, major reconceptualisation works (e.g. Colquitt, 2001) and subsequent empirical studies supported a four-dimensional model of organisational justice, dividing interactional justice into two theoretically distinct dimensions: interpersonal justice and informational justice. In the context of SCR research, inter-organisational justice has followed similar patterns of conceptualisation, including a three- and four-dimensional model are being used, with the former is the dominant conceptualisation. Nevertheless, inter-organisational justice in SCRs has also been conceptualised as a more general construct that deemphasises dimensional distinctions.

Distributive justice refers to the extent to which a supply chain partner observes that its returns to inputs in the relationship are essentially equal to that of the other party (Alghababsheh et al., 2020). This view of distributive justice is built on the principles of equity theory, which argues that the perception of equity/inequity is reached through a process of comparison (Adams, 1965); specifically, a relationship partner compares its own ratio of perceived inputs to outcomes against that of the other partner, creating a perception of either equity or inequity. A partner experiences an equity condition when it perceives that its outcomes-to-inputs ratio is equal to that of the other party. In contrast, a relationship partner experiences an inequity condition when its ratio is perceived to be less than (negative equity), or to exceed (positive equity) that of the other party (Greenberg, 1982; Scheer et al., 2003). The outcomes-to-inputs ratio comparison can also be made with that of a peer dealing with the same relationship partner (Lee & Griffith, 2019). However, equity theory has been criticised for emphasising the outcomes-inputs ratio as the only allocation rule by assuming that all exchange relationships are economically oriented (Deutsch, 1975). Consequently, it has been suggested that the allocation of outcomes based on equality or need may also shape the perceptions of distributive justice since exchange relationships have different primary aims (e.g. maintaining social relations) (Deutsch, 1975). Equality-based distributive

justice is perceived when the exchange party receives comparable outcomes to those received by the other party, irrespective of its inputs, whereas need-based distributive justice is established when it obtains outcomes based on its known needs, regardless of its contributions (Deutsch, 1975; Kashyap et al., 2008).

Procedural justice indicates the degree to which a supply chain partner perceives procedures and policies that govern the relationship with its partner are fair (Alghababsheh et al., 2020). Thus, procedural justice is related to the fairness of the structural, policy and decision processes of the relationship (Davies et al., 2011; Liu et al., 2012), including pricing, delivery, flexibility, product quality, responsibilities and resource allocations (Kumar et al., 1995; Zaefarian et al., 2016). Supply chain partners may use different criteria to assess the fairness of relationship procedures, including consistency (i.e. across different individuals and times), unbiasedness, accuracy, correctability, ethicality (Leventhal, 1980) and conformity with contractual terms (Luo, 2007). Nevertheless, a supply chain partner may not employ all criteria to evaluate the fairness of a particular procedure, but instead might assign different weightings and apply different criteria in different circumstances (Alghababsheh et al., 2020; Leventhal, 1980). For example, a supplier may place more emphasis on the extent to which the timing of order payment by the buyer (relationship procedure) follows the contractual terms (assessment criterion) in the early stages of the relationship.

Interactional justice refers to the extent to which the interpersonal treatment and information received during relationship exchange is perceived to be fair by supply chain partners (Wang et al., 2014). Thus, interactional justice is linked to the social aspects of the relationship (Liu et al., 2012). However, following recent research efforts into the conceptualisation of organisational justice, interactional justice can be divided into two theoretically distinct dimensions, namely the interpersonal and the informational (Colquitt, 2001). Interpersonal justice is perceived as a result of a partner treating its exchange partner with respect, sensitivity, politeness and dignity (Liu et al., 2012). On the other hand, informational justice refers to the extent to which a relationship partner is provided with ample, timely and truthful justification and explanation behind a relationship-related decision or outcome by its counterpart (Colquitt, 2001; Tyler & Bies, 1990).

3. Review methodology

We adopted the systematic literature review (SLR) process put forward by Tranfield et al. (2003), which has considerably contributed to the advancement of knowledge in the SCM domain (Durach et al., 2017). The SLR develops a reliable knowledge base by synthesising and integrating knowledge from a range of studies using transparent, unbiased and objective review procedures compared to other types of literature review (Growther & Cook, 2007; Tranfield et al., 2003). However, we followed Greenhalgh and Peacock's (2005) assertion that a systematic review of a particular piece of evidence should not be exclusively based on the outputs of database searches but also on the results of other search strategies such as cross-referencing. Therefore, to ensure that all the relevant work on inter-organisational justice in SCRs was included in our review, we used a backward and forward snowballing search to complement our systematic process (Webster & Watson, 2002). We followed the SLR's three main phases: planning the review, conducting the review and reporting the findings (Tranfield et al., 2003) as follows.

3.1 Planning the review

In planning the review phase, the aim of the review, the search strategy for identifying the relevant studies and the criteria for inclusion and exclusion of studies in the review were determined (He et al., 2021). The aim of this review is to: (1) assess the current status of the research on inter-organisational justice in SCRs; (2) analyse its key themes and; (3) develop important directions for future research. As for the search strategy for identifying the relevant studies, the search strings reported in Table 1 were identified, refined and validated through an iterative process that included the identification of additional terms throughout the search and evaluation of the literature. The search strings were used to search within title, abstract and keywords using the Scopus database for journal papers only. The reason behind the choice of the Scopus database is that it represents the largest and the most frequently updated (daily) database with over 20,000 titles from different fields. The following criteria for inclusion and exclusion of studies were applied: (1) inclusion of all conceptual and empirical papers on inter-organisational justice in all vertical relationships within the supply chain, both upstream and downstream, involving suppliers, manufacturers, wholesalers, distributors and retailers (Coyle et al., 2017; Spekman et al., 1998); (2) exclusion of papers involving inter-organisational relationships in general terms without exclusive focus on SCRs and those that examined horizontal relationships such as strategic alliance, mergers and acquisitions and joint venture; (3) inclusion of journal papers published in peer-reviewed scholarly journals listed only in the Chartered Association of Business Schools (CABS) Journal Quality

Guide (2018); and (4) inclusion of journal papers published in the English language up to and including 2020. The use of the CABS Journal Quality Guide was to enhance the quality of the review (David & Han, 2004) since it is widely viewed as providing a reliable measure of research rigour and quality (Johnsen & Lacoste, 2016).

Insert Table 1 Here

3.2 Conducting the review

In this phase, we initiated the search process in the Scopus database that identified 1973 articles of which 1756 were discarded based on a close scrutiny of their abstracts after applying the aforementioned four inclusion and exclusion criteria. For example, we excluded articles that sought the consumers' perception of how fair the distribution of revenues was among farmers and food retailers in the supply chain (e.g. Busch & Spiller, 2016). We also rejected articles that focussed on horizontal relationships such as strategic alliance (e.g. Ariño & Ring, 2010; Luo, 2007), mergers and acquisitions (e.g. Ellis et al., 2009) and joint venture (e.g. Busenitz et al., 2004, Johnson et al., 2002; Luo, 2006). We also discarded those papers that are not published in CABS-listed journals. The remaining 218 papers were subjected to full-text analysis and evaluation considering the same review inclusion and exclusion criteria. From this process, 127 of the articles were found not to be relevant and were excluded for various reasons. First, we excluded the papers that focus on fair trade initiatives (i.e. premium prices) in the supply chain that seek to reduce the poverty of suppliers (e.g. Joo et al., 2010; MacDonald, 2007). Second, the papers that apply the discussion of justice to all inter-organisational relationships without an exclusive focus on SCRs were also excluded (e.g. Gassenheimer et al., 1998). Thus, after this detailed evaluation process had been completed, 91 articles remained and were included in our review. However, to ensure that we retrieved all the relevant papers, we also used a backward and forward snowballing search. In the backward snowballing, we examined the reference list of key articles (e.g. Kumar et al., 1995) with the highest citations to identify further relevant papers. We then also checked the reference lists of these additional papers to identify other relevant articles. We continued this process until no further relevant articles were found. In the forward snowballing, we traced the citations of the key articles using Google Scholar to identify further relevant articles. The snowballing process resulted in 13 additional articles (i.e. Anderson & Weitz, 1992; Beugré & Acar, 2008; Corsten & Kumar, 2005; Cui et al., 2007; Dwyer et al., 1987; Frazier, 1983; Frazier

et al., 1988; Gundlach & Murphy, 1993; Hernández-Espallardo & Arcas-Lario, 2003; Luo, 2006b; Mascarenhas et al., 2008; Ring & van de Ven, 1994; Zaefarian & Zaefarian, 2012), of which six (i.e. Cui et al., 2007; Dwyer et al., 1987; Luo, 2006b; Mascarenhas et al., 2008; Ring & van de Ven, 1994; Zaefarian & Zaefarian, 2012) that were subsequently excluded according to the same aforementioned inclusion and exclusion criteria. For instance, Mascarenhas et al.'s (2008) article was discarded since it examined justice in seller-consumer relationship, while Ring and van de Ven's (1994) and Luo's (2006b) were disqualified because they highlighted the role of justice in inter-organisational relationships in general terms without an exclusive focus on SCRs. The final seven articles resulting from the snowball search were added to the 91 articles selected from the systematic search, making the total final number of articles included in the review 98.

3.3 Reporting the findings

In this phase, two types of findings were produced: descriptive and thematic findings (Tranfield et al., 2003). In the descriptive findings, the selected papers were analysed in terms of publication trend, publication outlet, methodological approach, research country context, research perspective (e.g. single-, dyadic- or multiple-side), theoretical perspectives, inter-organisational justice dimension(s) focus and type of inter-organisational justice examined. In the thematic findings, three main research themes were identified (i.e. antecedents, outcomes and boundary conditions) and the selected papers were accordingly discussed. This was accomplished using a theme-centric analysis (Webster & Watson, 2002) in which all the selected papers were individually analysed and then grouped into a theme matrix according to their thematic focus. Figure 1 summarises the review process.

Insert Figure 1 Here

4. Findings

4.1 Descriptive findings

4.1.1 Publications trend

There has been a gradual growth in publications on inter-organisational justice in SCRs with an accumulated total of 98 papers over the 37-year review period (see Figure 2). A small number of publications (six studies, 6.12%) appeared through the course of the 1980s and 1990s. The 2000-2010 period showed a steady but limited growth in publications (25 studies, 25.51%). However,

publications started to show real growth and an overall rising trend since 2011, with 2020 recording the highest number of publications (nine). The number of articles published in the most recent 10 years (67 studies, representing 68.3%) clearly signals the growing interest in studying inter-organisational justice in SCRs. It is worth noting that until 1995 the research had only examined equity to understand inter-organisational justice in SCRs (i.e. Anderson & Weitz, 1992; Frazier, 1983; Frazier et al., 1988; Gundlach & Murphy, 1993) before Kumar et al. (1995) introduced and examined justice in terms of distributive and procedural justice.

Insert Figure 2 Here

4.1.2 Publication outlet

The articles included in our review appear in diverse journals with the majority in those with an operations, supply chain and marketing management focus, which may signal the multidisciplinary nature of the inter-organisational justice in SCRs topic (see Table 2). Seven journals accounted for 47.8% (43 articles) of the total articles: Industrial Marketing Management, Journal of Operations Management, the Journal of Marketing, the International Journal of Production Economics, the Journal of Business & Industrial Marketing, the Journal of Business Research and the Journal of Marketing Research. It was also observed that 24.5 % (24 articles) of the articles were published by 24 different journals. The CABS ranking of the journals of all of the articles is illustrated in Table 2.

Insert Table 2 Here

4.1.3 Methodological approach

We categorised the 98 selected articles according to the methodological approach employed. Our analysis indicates that the vast majority of them (66 studies, representing 67.34%) adopted a survey-based research. This was followed by conceptual development (16 studies, representing 16.32%) (e.g. Alghababsheh et al., 2020; Ireland & Webb, 2007), then case-study (nine studies, representing 9.18%) (e.g. Theodorakopoulos et al., 2015) and experiment (three studies, representing 3.06%) (e.g. Eckerd et al., 2013). Finally, three adopted a mixed- and multi-method approach (three studies, representing 3.06%) (e.g. Kashyap et al., 2008) and one article (1.02%) conducted exploratory interviews (Duffy et al., 2003).

The majority of the empirical work was based on a cross-sectional design. Although few studies adopted a longitudinal design (e.g. Carnovale et al., 2019; Griffith et al., 2017; Hoppner et al., 2014; Patterson et al., 1996; Samaha et al., 2011; Zaefarian et al., 2016), they were intended to measure only the outcomes of inter-organisational justice at a temporal lag from justice perceptions. Employing longitudinal design in future scholarship will not only help in determining the existence and direction of causality between inter-organisational justice and outcomes, but can also allow an understanding of the inter-organisational justice formation process and to capture the dynamic nature of the development of inter-organisational justice perception over SCR.

4.1.4 Research country context

We also analysed the reviewed articles in terms of country context. In this review, research country context refers to the country or countries where the study data was collected. Out of the 82 empirical studies identified, 13 studies did not specify a country context (e.g. Broke et al., 2013; Patterson et al. 1996). Of the remaining 69 studies, the majority (61 studies) gathered data from a single country, whilst eight studies collected data from multiple countries. Figure 3 highlights that the research into inter-organisational justice in SCRs has been conducted in 19 different countries across Europe, Asia, America, the Middle East and Australia.

Insert Figure 3 Here

Although eight studies reported on cross-national settings (e.g. Kumar et al., 1995; Lund et al., 2013; Muylle & Standaert, 2016; Praxmarer-Carus et al., 2013; Scheer et al., 2003; Wanger et al., 2003), only three studies (i.e. Kumar et al., 1995; Lund et al., 2013; Scheer et al., 2003) compared results across countries and cultures. The subjective nature of the perception of inter-organisational (in)justice (Pan et al., 2020) suggests that national cultural values can potentially exert considerable influence on how inter-organisational (in)justice is perceived and managed in the relationship. Cultural norms can lead to misunderstandings between SCR partners and significantly impact perceptions of inter-organisational (in)justice in the relationship. Thus, the influence of national culture on partners' perceptions, together with the increasing number of cross-border SCRs, make future research exploring cultural differences in the perception of inter-organisational (in)justice and its impact on the relationship extremely insightful.

4.1.5 Research perspective

For our review, we define research perspective as the side(s) of SCRs from which the research data was collected and analysed to report the extent of inter-organisational justice perceived in SCRs. Excluding the three experimental studies, we categorised the 79 empirical studies into three types, including single-side perspective, dyadic-side perspective or multiple-side perspective. The majority of studies have tended to examine the perception of inter-organisational justice from the viewpoint of a single partner, usually the less powerful party in the relationship (64 studies, representing 81.01%). Only 13 studies (16.45%) took a dyadic-side perspective of which 10 contributions have collected a matched dataset (e.g. Anderson & Weitz, 1992; Liu et al., 2012; Liu et al., 2015; Poppo & Zhou, 2014; Praxmarer-Carus et al., 2013), while only three studies (e.g. Muylle & Standaert, 2016; Shockley & Turner, 2016) have obtained unmatched data. A multiple-side perspective was even rarer, having been adopted in only two studies (2.53%) (Hawkins et al., 2014; Kadefors, 2005).

4.1.6 Theoretical perspectives

The identified articles in our review were also analysed in terms of the theoretical perspective(s) employed. The analysis revealed almost two thirds of the 98 articles (61 articles, 62.2%) have applied specific theoretical perspective(s), of which 42 articles (68.9%) adopted a single theory, whilst 19 articles (31.1%) relied on more than one theory. We observed that the primary purpose for using theoretical perspectives in these studies is to argue for and explain the outcomes of inter-organisational (in)justice in SCRs.

The different theories that were employed in the extant literature with their usage frequency and percentage are illustrated in Table 3, with Social Exchange Theory and Equity Theory the most prevalent. The “other theories” category in Table 3 comprises of 25 other theories (31.6%) that featured only once within the 98 papers. Examples of these include resource orchestration theory (Ahmed et al., 2020), social influence theory (Kashyap & Sivadas, 2012), loose coupling theory (Liu et al., 2012), fairness heuristic theory (Gu & Wang, 2011), referent cognitions theory (Jambulingam et al., 2009) and upper echelon theory (Wei et al., 2020a) (please see Appendix A for a full list). Future research could use other rich theoretical perspectives to understand supply chain partners perception of and reactions to (in)justice in the relationship such as agency theory, legitimacy theory and complexity theory.

Insert Table 3 Here

4.1.7 Inter-organisational justice dimension(s) focus

Of the 98 articles, 84 examined inter-organisational justice in SCRs in terms of its dimensions. Figure 4 illustrates the cumulative frequency of the different inter-organisational dimensions and shows that distributive justice has received the most attention in prior research (75 times). This is followed by procedural justice (64 times) and then interactional justice (30 times). Interpersonal and informational justice have received the least attention (6 and 7 times, respectively). These patterns of distribution are due to recent reconceptualisation of organisational justice that divides interactional justice into two theoretically distinct dimensions, namely the interpersonal and the informational, which results in a four-dimensional justice model (Colquitt, 2001).

Insert Figure 4 Here

The greater overall attention to distributive justice is likely to be due to the early research on inter-organisational justice in SCRs being almost entirely guided by equity theory. This greater attention can also be explained by the fact that in inter-organisational business relationships such as SCRs, which are mainly established for value generation, greater emphasis is placed on the fair distribution of the value created between partners (Alghababsheh et al., 2020). Nevertheless, the imbalanced attention among inter-organisational justice dimensions suggests that a significant number of studies have not examined all dimensions simultaneously, and thus failed to disentangle the unique role and relative importance of each dimension in SCRs. Only six studies have considered all four justice dimensions simultaneously (Brito & Miguel, 2017; Carnovale et al., 2019; Duffy et al., 2013; Hornibrook et al., 2009; Liu et al., 2012; Shaikh et al., 2018). Therefore, future research is needed to incorporate all inter-organisational justice dimensions into a single holistic model to provide more insight into the relative importance and implications of each dimension for SCRs. Our understanding of the relative importance of inter-organisational justice dimensions can be further increased by exploring the impacts of all dimensions on different aspects (subdimensions) of the same outcome. In other words, a justice dimension may have a stronger effect on one aspect of the outcome while another dimension has a stronger effect on another aspect of the same outcome.

4.1.8 Types of inter-organisational justice examined

We observed from our analysis that justice in SCRs can be assessed for two aspects: an event during the relationship (e.g. supplier development programme) or the whole relationship in general. Justice of both aspects can be assessed in terms of overall justice (deemphasising dimensional distinctions) or in relation to a particular justice dimension (we refer to this as dimensional-based justice). Based on these two types of aspects assessed in the relationship (i.e. relationship and event) and two types of justice assessment (i.e. overall justice and dimensional-based justice) that we identified in the current literature, we develop a taxonomy of four types of justice in SCRs (see Figure 5). The first type of justice is relationship overall justice, which refers to the perceived level of overall justice without referring to a justice dimension(s) in the relationship in general. The second type is relationship dimensional-based justice, which indicates the perceived level of justice in the relationship in general in terms of specific justice dimension(s). The third type is event overall justice, which represents the perceived level of overall justice of a specific event during the relationship. For instance, a supply chain partner may evaluate overall justice in joint programmes conducted with its partner. The final type is event dimensional-based justice, which reflects the perceived level of justice of a specific event during the relationship in terms of specific justice dimension(s). For example, a supplier may assess distributive justice in the implementation of SCM sustainability practices.

Insert Figure 5 Here

We classified the papers included in our review according to these four types of justice (see Table 2). Our analysis revealed that relationship overall justice has been examined in 13 studies (13.26%), relationship dimension-based justice in 69 studies (70.40%), event overall justice in one study (1.02%) and event dimension-based justice in 16 studies (16.33%).

When considering research focus on relationship justice versus event justice, the majority has focused on relationship justice (82 studies, representing 83.66%), while event justice has received scant attention (17 studies, representing 17.35%). The events in SCRs whose justice has been examined in the extant literature include supplier development (Praxmarer-Carus et al., 2013), electronic reverse auction (Muylle & Standaert, 2016; Standaert et al., 2015), ethnic minority suppliers search and selection (Theodorakopoulos et al., 2015), customer reacquisition (Liu et al., 2015), disruption resolution process (Cheng et al., 2019; Wang et al., 2014), complaint handling

(Brock et al., 2013; Yanamandram & White, 2010), project collaboration (Wagner et al., 2011), manufacturer-initiated programmes (Gu & Wang, 2011), the implementation of corporate social responsibility (Boyd et al., 2007), efficient consumer response adoption (Corsten & Kumar, 2005), the change process (Sindhav, 2001) and the implementation of sustainable supply chains (Normann et al., 2017; Soundararajana & Brammer, 2018).

While the current literature has separately explored both relationship overall justice and event justice, our review has surprisingly located no single attempt at shedding light on the relationship between event (in)justice perception and relationship overall (in)justice perception. It is insightful to explore if supply chain partners alter their perceptions of the relationship overall justice directly after experiencing an event that generates justice perceptions that are inconsistent with those held previously. Future research could also examine when the perception of event (in)justice during the relationship might influence the previously held relationship overall (in)justice perception. In other words, does perception of event (in)justice always alter (positively or negatively) previously held relationship overall (in)justice, or does it depend on certain conditions? Potential conditions to be examined are the importance of the event, the frequency of events (in)justice and dependence structure in the relationship.

4.2 Thematic findings

Our review identified three main themes of the current research, namely antecedents, outcomes and boundary conditions (moderators) of inter-organisational justice in SCRs. Accordingly, we discuss the selected literature according to these main themes. It was evident that the current research has primarily focussed on the outcomes of inter-organisational justice, while its antecedents and boundary conditions have received relatively limited attention.

4.2.1 Antecedents of inter-organisational justice in SCRs

The extant research has explored the impact of a variety of antecedents on the perception of inter-organisational justice in SCRs. These antecedents are related to four main aspects of SCRs: governance mechanism, governance design, breach of contract and power in the relationship.

4.2.1.1 Governance mechanism

The adoption of specific SCRs governance mechanisms (formal contract-based and relational) can have an influence on the perception of inter-organisational justice in SCRs. However, the extant

literature is yet to provide consensus regarding the impact of formal contract-based and relational governance on the perception of inter-organisational justice in the relationship. For instance, Johnson (2006) found that the use of implicit contracts (i.e. cooperative norms) promotes the buyer's perception of a fair relationship, while the use of an explicit detailed contract (i.e. formal) has no influence. This is in line with Brito and Miguel (2017), who revealed that relational governance mechanisms (i.e. trust) are related to perceptions of fairness. However, Brito and Miguel (2017) also revealed that control governance mechanism (i.e. contract) is related to the perception of unfairness only by the weaker partner in the relationship. Likewise, Normann et al. (2017) revealed that the assessment-based governance (e.g. auditing) to improve supplier sustainability performance creates a perception of distributive injustice since the supplier bears the majority of the costs, which in turn leads to non-compliance on their part. This was supported by Soundararajana and Brammer (2018), who revealed that using insulation framing as one of social sustainability requirement framings adopted by intermediaries (i.e. limited dialogue and threatening attitudes) lead to sub-suppliers' perceptions of unfairness.

4.2.1.2 Governance design

Governance design can also affect the perception of inter-organisational justice between partners in SCRs. Specific governance designs can promote a perception of specific inter-organisational justice dimensions, while others can stimulate a perception of inter-organisational injustice. Poppo and Zhou (2014) demonstrated that as contract complexity increases (i.e. the number of detailed procedures and clauses), the perception of procedural fairness increases, whilst contract recurrence enhances the perception of distributive justice. Similarly, Ishida and Brown (2013) looked into the impact of four different types of monitoring approaches (with different configurations of ease, extent and enforcement) in a relationship with regard to the perception of distributive, procedural and interactional justice. It was found that higher perceptions of distributive and procedural justice are associated with the use of a 'Hands-On, High-Threat' approach (highest levels of monitoring facets), while a lower perception of such is associated with the use of a 'Hands-Off' approach (lowest levels of all three monitoring facets). As for interactional justice, a higher perception is observed with the use of a 'Middle-of-the-Road' approach (moderate levels of monitoring facets), while a lower perception is evidenced with a 'High-Threat', Limited-Scope' approach (moderately high monitoring ease, low extent, high enforcement).

4.2.1.3 Breach of contract

The breach of psychological contract (i.e. perception of mutual obligations and expectations) in SCRs leads to the perception of unfairness by the affected partner. However, only certain aspects of psychological contract breach can generate this perception. For instance, breaches of contract due to reneging, as compared breaches due to disruption, and major breaches, compared to minor breaches, are associated with a negative perception of fairness in the relationships. However, the timing of the breach, whether early or later in the exchange relationship, has no effect on perceptions of fairness (Eckerd et al., 2013). Blessley et al. (2018) extended this by providing a nuanced examination of breach of contract due to reneging, and found that transactional, relational and combined reneging directly and negatively affect perceptions of fairness, and indirectly through creating a psychological breach of contract experience.

4.2.1.4 Power in the relationship

Partner's power in the relationship has also been suggested to determine the perception of inter-organisational justice with different types of power can have different effects on the perception of inter-organisational justice dimensions. However, generally speaking, there is a common agreement that coercive power can have a negative impact on the perception of justice. Hoppner et al. (2014) revealed that the buyer's rewards power positively affects the seller's perception of procedural justice but not distributive justice, whereas coercive power negatively affects the seller's perception of both distributive and procedural justice. This was supported by Cheng and Cheng (2019), who found that coercive power had a negative impact on justice, while reward power had a positive impact. However, Shaikh et al. (2018) argue that when coercive power is perceived to be legitimate, coercive power is perceived to be fair by the other partner. Schleper et al. (2017) contended that all types of mediated power (i.e. rewards, coercive and legal) increase the chances of supplier exploitation in the form of unfair prices being offered by buyers.

4.2.2 Outcomes of inter-organisational justice in SCRs

Inter-organisational justice has been linked to a variety of outcomes in SCRs (please see Appendix B for a summary). To facilitate the discussion of these outcomes, we organised them into three types: attitudinal, behavioural and performance outcomes. We observed that performance outcomes received far limited attention compared to the other types of outcomes.

4.2.2.1 Attitudinal outcomes

Inter-organisational justice in SCRs can lead to different attitudinal outcomes in the relationships including trust, long-term orientation, satisfaction, relationship quality and commitment.

The current research suggested that perception of inter-organisational justice can increase trust between supply chain partners. However, specific inter-organisational justice dimensions found to be more important than others in fostering trust and its different types. For instance, Hemmert et al. (2016) revealed that when buyers ensure and establish both distributive and procedural justice in the relationship, they can gain suppliers' increased trust. Likewise, Shaikh (2016) found that distributive, procedural and interpersonal justice from franchises' perspectives increase trust in their franchisors. However, in a longitudinal study, Zaefarian et al. (2016) demonstrated that only perceptions of manufacturers' distributive and interactional justice, but not procedural justice, increase trust from the supplier side. Wang et al. (2014) showed that whereas suppliers' distributive and procedural justice recoups buyers' trust in their abilities, benevolence and integrity, interactional justice only regains buyers' trust in their benevolence. Similarly, Jambulingam et al. (2009) found that distributive and procedural justice enhances credibility and benevolence trust, with distributive justice had a greater effect on increasing benevolence trust and procedural justice had a greater effect promoting on credibility trust.

Inter-organisational justice in SCRs can also enhance long-term orientation between partners. However, the current literature has only examined the effects of the distributive and procedural justice dimensions on this type of outcome. Griffith et al. (2006) reported that manufacturers' distributive and procedural justice positively affects distributors' attitudes to long-term orientation. Similarly, examining the role of the perceived procedural and distributive justice of third-party logistics providers, Hofer et al. (2012) found that both distributive and procedural justice have a positive effect on the partner's long-term orientation towards the relationship, boosting cooperation, and enabling the partners to pursue operational improvements. More recently, Shockley and Turner (2016) unveiled that both distributive and procedural justice increase long-term orientation in franchisee-franchise relationships.

The existing research has also shown that the establishment of a higher perception of all inter-organisational justice dimensions in SCRs is a key determinant of satisfaction with the relationship. However, few studies have reported a non-significant effect of procedural and

interactional justice on satisfaction. Patterson et al. (1996) found that buyers' perceptions of outcome fairness of a service provider is positively related to satisfaction, which in turn increases their repurchase intention for management consulting services. Likewise, Yilmaz et al. (2004) found that a higher perception of suppliers' distributive and procedural justice, as perceived by a reseller, increases the satisfaction with the relationship. Yanamandram and White (2010) also revealed that distributive, procedural and interactional justice all increase buyers' satisfaction with complaint handling in a B2B service context. Surprisingly, Brown et al. (2006) found that only the perception of suppliers' distributive justice increases wholesalers' satisfaction with the relationship. Brock et al. (2013) examined the impact of distributive, procedural and interactional justice on satisfaction and found that only distributive and procedural justice were positively related to satisfaction.

A number of studies reported a positive link between inter-organisational justice and relationship quality. It was evident that all of prior studies considered only the distributive and procedural justice dimensions when examining this type of relationship outcome. For instance, higher perceptions of distributive and procedural fairness in SCRs enhances relationship quality (e.g. Kumar et al., 1995; Omar & Blankson, 2000). Similarly, in the context of electronic reverse auction (ERA), fair procedures in ERA are positively related to buyer-supplier relationship quality (Standaert et al., 2015). Likewise, Gu and Wang (2011) found that distributors' perception of manufacturers' overall fairness can contribute to the evolution of their relationships by enhancing relationship quality. Taking into account both sides of the relationship, Muylle and Standaert (2016) revealed buyers' and suppliers' perceptions of procedural justice are positively related to relationship quality.

A higher perception of inter-organisational justice can also foster commitment in SCRs. However, this research shows inconsistent results regarding the impact of specific inter-organisational justice dimensions on commitment. Kashyap and Sivadas (2012) pointed out that distributive, procedural and interactional justice directly improve commitment, which in turn enhances shared values between partners. Liu et al. (2012) provided a nuanced view by examining four-dimensional model of inter-organisational justice, revealing that high levels of mutually perception of all dimensions by both parties induced commitment in the relationship, with informational justice having the greatest effect. However, Zaefarian et al. (2016) reported that only distributive and interactional

justice increase commitment in the buyer-supplier relationship. Blount (2020) found that procedural justice has a negative on minority business enterprises' perceptions of buyers' commitment to the relationships. Jokela and Söderman (2017) extended the understanding of the fairness-commitment link by demonstrating a bidirectional relationship between fairness and commitment.

4.2.2.2 Behavioural outcomes

In addition to attitudinal outcomes, inter-organizational justice can trigger certain positive behaviours, while reducing undesirable others in the relationship. More specifically, inter-organizational justice can enhance relationship continuity, communication, knowledge and information sharing, investment and collaboration, whilst diminishing the likelihood of opportunism and conflict.

The extant literature suggests that creating an atmosphere of a fair relationship with a supply chain counterpart can support relationship continuity. However, only relationship overall justice and distributive and procedural justice dimensions have been considered when examining relationship continuity. In a survey of 307 retailers' perceptions of wholesaler fairness in the pharmaceutical industry, Kaynak et al. (2015) revealed that distributive and procedural justice has a direct, positive effect on the continuity of a relationship. Similarly, Wagner et al. (2011) found suppliers' outcome fairness during project collaboration did increase buyers' willingness to continue a relationship.

A growing number of studies investigated the role of inter-organisational justice in SCRs with regard to enhancing communication and knowledge and information sharing. However, these studies are yet to provide common agreement on this role of inter-organisational justice. Huo et al. (2016) examined a three-dimensional model of inter-organisational justice and found that only suppliers' interactional justice positively enhances communication between buyer and supplier. Likewise, Ling-yee (2010) suggested that perceived procedural justice in the relationship can drive knowledge sharing. Similarly, Liu et al. (2012) found that a high level of mutually perceived justice (i.e. distributive, procedural, interactional and informational) by both relationship parties leads to enhanced knowledge sharing. However, Wei et al. (2020a) found that only distributive justice of the three justice dimensions has a positive impact on information sharing, while Zhou et al. (2020) revealed that distributive and procedural justice have no impact on fostering knowledge sharing.

The existing literature pointed out that inter-organisational justice can contribute to the success of SCRs by enhancing partners' investment in the relationship. However, the literature revealed contradictory results with regard to the impact of justice dimensions. Liu et al. (2012) found that all the four justice dimensions (i.e. distributive, procedural, interpersonal and informational) lead to increased investment in the relationship on the part of both parties. However, as based on suppliers' perceptions, Duffy et al. (2013) found that among the four justice dimensions only a perception of distributive justice increases suppliers' investment and engagement in buyer's customer relationship management, while Huo et al. (2016) uncovered that only suppliers' procedural and distributive justice increase the buyers' relationship-specific investment.

The current research also highlighted the vital role of inter-organisational justice on collaboration in the relationship. Wagner et al. (2014) supported the view that a buyer's perception of suppliers' outcome fairness during project collaboration increases its willingness to collaborate in future. Similarly, Gu and Wang (2011) indicated that a distributor's perception of a manufacturer's programme fairness increases its participation of, and compliance with, joint programmes initiated by the manufacturer. Wu and Chiub (2018) found that only distributive and procedural justice increase supply chain collaboration. Likewise, Ling-yee (2010) suggested that perceived procedural justice in the relationship drives agent's voluntary cooperation. However, Wei et al. (2020b) found that distributive justice negatively moderates the relationship between internal and external supply chain integration, while procedural justice positively moderates this relationship.

The presence of inter-organisational justice can also contribute to SCRs by reducing partners' opportunistic behaviour (Luo et al., 2015), while its absence can be detrimental to SCRs by increasing partners' opportunism (Trada & Goyal, 2017). However, the current research also shows inconsistent results regarding the impact of inter-organisational justice dimensions on opportunism and revealed that the dimensions have a relative importance with regard to curbing different forms of opportunism. For instance, Liu et al. (2017) observed that a higher level of distributive justice reduces buyer's and supplier's intention to exploit the shared resources in the relationship to maximise their own benefits. Luo et al. (2015) examined the roles of distributive, procedural and interactional justice and reported that while distributive justice suppresses strong forms of opportunism (i.e. actions that violate contractual terms) and procedural justice attenuates weak forms of opportunism (i.e. behaviours that violate relational norms), interactional justice

works toward curbing both forms. However, Huo et al. (2016) investigated the same inter-organisational justice dimensions and found that only procedural justice can directly help to curb buyer's opportunism, while Crosno et al. (2013) found that of the same dimensions, only interactional justice alleviates the impact of passive opportunism in the relationship.

The extant scholarly work has also demonstrated that a perception of inter-organisational justice can help to reduce the likelihood of conflict in SCRs. However, this works revealed conflicting results. For example, Suh's (2005) examination of local suppliers' perceptions of distributive and procedural justice of international hypermarkets in Korea showed that distributive and procedural justice fosters the quality of the relationship by curbing conflict and increasing commitment. Similarly, Brown et al. (2006) studied the role of distributive and procedural justice on conflict and revealed that the perception of supplier's distributive and procedural justice limited the extent of conflict in the relationship. However, Srinivasan et al. (2018) revealed that only procedural and interactional justice, but not distributive justice, reduce task conflict in buyer-supplier relationships.

4.2.2.3 Performance outcomes

The relationship between inter-organisational justice in SCRs and performance has also been evidenced within the extant research (e.g. Malagueño et al., 2019). In this vein, using the constraining factor model, Narasimhan et al. (2013) found that an increase in distributive, procedural or interactional justice only improves relationship performance (i.e. cost, quality, delivery and technical performance) if the specific justice dimension is the bottleneck element in the relationship, suggesting that all three dimensions are essential and a high level of one of the dimensions will not compensate for the low level of another. In their examination of the four justice dimensions, Carnovale et al. (2019) found that only distributive and procedural justice on the part of the buyer have a positive effect on supplier's product quality. In their dyadic examination, Poppo and Zhou (2014) revealed that both distributive and procedural justice increase exchange performance. However, based on data from 283 sellers, Hoppner et al. (2014) revealed that the perception of procedural justice, but not distributive justice, positively enhances relationship performance (i.e. financial, strategic and satisfaction). More recently, Matopoulos et al. (2019) demonstrated a positive impact of inter-organisational justice on operational and financial

performance, and Chen and Chen (2019) reported a direct positive impact of buyers' justice on suppliers' sustainable performance.

Recent research has highlighted the prominent role of inter-organisational justice in enhancing the quality of offerings provided by a relationship partner. Standaert et al. (2015) found that procedural justice in electronic reverse auctions (ERA) enhances the quality of offerings from the buyer's perspective. Similarly, Muylle and Standaert (2016) found that, from the buyer's perspective, procedural justice in ERA is positively related to the quality of offerings with a stronger effect on relationship quality in repeat auctions. However, from the supplier's perspective, Muylle and Standaert (2016) revealed that procedural justice in ERA is not associated with the quality of the offerings.

4.2.3 Boundary conditions of inter-organisational justice effects

The perception of inter-organisational justice in SCRs can lead to a variety of outcomes, as discussed above. However, these outcomes may hold or vary depending on certain conditions (moderators), suggesting that inter-organisational justice outcomes are context-specific. In this section, we group and discuss these boundary conditions under two main types: relationship conditions (i.e. (inter)dependency structure and perceived outcomes) and environmental conditions (i.e. culture and environmental uncertainty).

4.2.3.1 Relationship conditions

The impact of inter-organisational justice on SCRs outcomes differs under various conditions of interdependence structure in the relationship. However, the current literature leads to opposing and different conclusions regarding under which interdependence structure inter-organisational justice becomes (un)important in predicting relationship outcomes. For instance, Jambulingam et al. (2011) unveiled that only under the condition of symmetric interdependence (but not conditions of perceived independence or buyer dependence) will the buyer's perception of procedural and distributive justice lead to trust. However, Gu and Wang (2011) revealed that with greater distributor's dependency on the manufacturer, the fairness perception of the manufacturer-initiated programmes becomes less effective in increasing the distributor's compliance with these programmes. Likewise, Brito and Miguel (2017) found that in the case of power asymmetry, justice has only a limited influence on the continuity of the relationship. Similarly, Lu et al. (2020) reported that the dependency of buyers, as created by their high asset specificity in the relationship,

results in the positive impact of international justice on contractors' relational behaviour (information exchange, flexibility and solidarity) being weaker. In contrast, Zaefarian et al. (2016) found evidence of no moderating effect of suppliers' dependency on the relationship between inter-organisational justice dimensions and commitment and trust, claiming that suppliers are sensitive to a buyers' fairness, regardless of the level of relationship dependency.

The outcomes of inter-organisational justice dimensions also vary with the level of perceived outcomes in SCRs. Kumar et al. (1995) found that automobile dealers' perceptions of suppliers' distributive and procedural fairness enhances their relationship quality; however, the importance of each varies depending on the level of outcomes presented in the relationship. Specifically, distributive justice becomes more important in determining relationship quality when the outcomes of this relationship increase. Supporting this view, in the context of the UK automobile industry, Omar and Blankson (2000) reported that dealers' perceptions of fairness in the retail distribution (distributive fairness) have a positive impact on relationship quality, with fairness in the retail distribution being more pronounced when the level of outcomes in the relationship is higher.

4.2.3.2 Environmental conditions

The effect and importance of inter-organisational justice varies depending on cultural context in which supply chain partners operate. Scheer et al. (2003) observed that Dutch and U.S. automobile dealers reacted similarly to negative inequity, but differently to positive inequity in their relationships with suppliers. Specifically, both Dutch and U.S. dealers exhibited increased hostility, lower trust and lower relationship continuity to negative inequity. On the other hand, Dutch dealers showed lower trust and relationship continuity and increased guilt, while U.S. dealers exhibited no reaction to positive inequity. Similarly, Srinivasan et al. (2018) revealed that as cultural distance between buyer and supplier increases, interactional justice becomes less effective and the role of procedural justice is constant in terms of reducing task conflict in the relationship. In a cross-country investigation, Lund et al. (2013) demonstrated that retailers who exhibit higher uncertainty avoidance and long-term orientation place greater emphasis on both distributive and procedural justice when evaluating their relationship with suppliers. Moreover, retailers with masculinity-dominated values and high uncertainty avoidance only place greater emphasis on both procedural and distributive justice when they have been exposed to, and have interacted with, different cultures.

The outcomes of inter-organisational justice dimensions also vary with environmental uncertainty. However, it has been observed that the extant literature reported inconsistent results with relation to the procedural justice dimension. For instance, Kumar et al. (1995) found that dealers' perceptions of suppliers' distributive and procedural fairness enhanced their relationship quality; however, only procedural justice becomes more important in determining relationship quality when environmental uncertainty increases. By contrast, Cheng et al. (2019) revealed that perceived supply chain risk uncertainty weakens the relationship between procedural justice and buyer's satisfaction, while it strengthens that between interactional justice and buyer's satisfaction. In a similar study, Matopoulos et al. (2019) pointed out that the indirect, positive role of inter-organisational justice on performance improves as financial crisis levels reduce.

5. Discussion and future research

Inter-organisational justice is an important aspect of managing SCRs. While inter-organisational justice has long been a significant concept in SCM literature, our understanding of its current research state, key research themes and future inquiry is surprisingly lacking. Our study bridges this gap by providing a state-of-the-art review that synthesises and integrates the current literature. In total, 98 papers published in peer-reviewed journals between 1983 and 2020 were identified and have been descriptively and thematically analysed. In the descriptive analysis, the selected papers were analysed according to publication trend, publication outlet, methodological approach, research country context, research perspective, theoretical perspectives, inter-organisational justice dimension(s) focus and types of inter-organisational justice examined. In the thematic analysis, the review identified and analysed three main research themes, namely antecedents, outcomes and boundary conditions. In the following, we discuss our findings and accordingly we provide salient directions for future research to stimulate further thought, debate and empirical research to advance the knowledge of this important topic in the context of SCM.

Insert Figure 6 Here

The emerging overall picture from the thematic analysis is that the current research is centred around three main themes which are comprised of the antecedents, outcomes and boundary conditions of inter-organisational justice in SCRs. This may signal that the current literature mainly focusses on testing and confirming the theory of organisational justice rather than developing and extending it within the context of SCRs. Nevertheless, the current research has

primarily focussed on the outcomes of inter-organisational justice, while its antecedents and boundary conditions have, relatively speaking, received limited attention. It should be noted that inter-organisational justice itself has been treated as an antecedent, mediator, moderator or outcome depending on the focus of the study in question. We have separately broken down and analysed the findings relating to each potential antecedent, outcome and boundary condition. The antecedents identified are related to four main aspects of SCRs, including governance mechanism, governance design, contract violation and relationship power. The outcomes were identified and analysed under three main types, namely attitudinal, behavioural and performance outcomes. The boundary conditions of the inter-organisational justice outcomes identified are grouped into main categories namely, relationship conditions (interdependence structure and level of outcome) and environmental conditions (culture and environmental uncertainty). These findings on the antecedents, outcomes and boundary conditions are summarised and developed into a nomological framework (see Figure 6). In the following subsections, we suggest a number of avenues for future research covering these themes.

5.1 Antecedents of inter-organisational justice

The perceptions of distributive justice in SCRs can be shaped by three allocation rules, including equity, equality and need, as discussed previously. Our review observed that all the current work has focussed on examining equity-based distributive justice with the exception of just a very few studies that considered equality- and need-based distributive justice (e.g. Asare et al., 2016; Kashyap et al., 2008; Sindhav, 2001). This is understandable given the business nature of most SCRs. However, more insights can be gained by exploring whether and when supply chain partners use equity, equality or need rules to evaluate the extent of distributive justice in the relationship. For example, it would be insightful to explore whether partners employ equity, need or equality allocation rules at different stages of SCRs and whether this variation in the use of allocation rule would influence the previously held perception of procedural justice. Further, using a certain allocation rule to assess the distributive justice in SCRs may depend on cultural factors (collectivism versus individualism). In other words, one culture may place more emphasis on the need rule, while another may place greater importance on the equality rule. However, this should be examined and taken into account when examining inter-organisational justice in cross-border SCRs.

When considering the overall findings, the main focus within the literature has been on examining one source of justice perception, which is a partner's own evaluation of the other partner's justice. Thus, inter-organisational justice research to date has largely failed to fully capture the social context within which supply chain partner's perception of justice is shaped. Partner's perception of the other partner's justice is not solely shaped by its own evaluation, but might also be influenced by the views of peers dealing with the same partner(s) (Mossholder et al., 1998). That is, it is likely to be shaped by a justice climate which encompasses the shared perception of justice among a group (Naumann & Bennett, 2000). Anderson and Weitz (1992) have partially examined this notion in the supply chain context and found that distributors' perceptions of a manufacturer's reputation for fairness in other channel relationships increases their commitment toward that manufacturer. However, this study did not consider the impact of justice climate in the supply chain on a partner's perception of the other partner's justice. Therefore, it is of paramount importance that future research examines whether justice climate is an antecedent of a supply chain partner's perception of justice on the part of the other partner.

5.2 Outcomes of inter-organisational justice

The relationship between inter-organisational justice and SCRs outcomes have received considerable attention. However, our review has brought to light the fact that there are inconsistent results regarding this relationship. This may indicate that inter-organisational justice influences SCRs outcomes via mediating outcomes, or that its influence otherwise depends on moderating variables. We would recommend that scholars address these conflicting results with further studies that pinpoint and clarify the underlying mechanism(s) through which inter-organisational justice drives SCRs outcomes by theorising and empirically examining possible mediating and/or moderating variables. The inconsistent results could also be a result of the way constructs within the model of inter-organisational justice outcomes are being measured. As we pointed out previously, the majority of the existing research on the inter-organisational justice-performance link has captured performance using perceptual data and/or at a single point in time.

The majority of the current research has tended to explore the positive implications of inter-organisational justice in SCRs. Research on the negative implications of inter-organisational justice violations (perceived injustice) in SCRs is extremely limited. Only four studies (Samaha et al., 2011; Scheer et al., 2003; Trada & Goyal, 2017; Yang, 2012) were located that have attempted

to delve into the consequences of perceived injustice. Although our review revealed that the establishment of inter-organisational justice can lead to positive outcomes, one could argue that based on Herzberg's Motivation Theory (also known as Two Factor Theory) that inter-organisational justice is expected in the relationship (hygiene factor) and in itself may not promote satisfaction. However, its absence may cause dissatisfaction and increase a partner's resentment and subsequently increase its motivation/likelihood to reduce the perceived injustice by engaging in retaliatory action(s). A promising area of research, therefore, is to examine the reactions to, and then the activities by which supply chain partners restore, the perception of injustice. Further, and arguably more valuable insights can be gained from exploring the nature of reactions (outcomes) to perceived injustice both in power-balanced and imbalanced SCRs.

5.3 Boundary conditions of inter-organisational justice

Our review revealed that little attention has been given to identifying and examining boundary conditions (moderators) of inter-organisational justice in the current literature. The moderators of the link between antecedents and inter-organisational justice perception have received very limited attention (e.g. Cheng et al., 2019; Corsten & Kumar, 2005; Hoppner et al., 2014) compared to the moderators of the relationship between inter-organisational justice perception and outcomes. The former advance our understanding of the conditions and circumstances under which the perception of inter-organisational justice can or cannot be established. Therefore, more research should be directed toward exploring moderators of inter-organisational justice antecedents. For example, a fruitful research opportunity would be to examine the moderating impact of distance between supply chain partners on the relationship between the antecedents and perception of inter-organisational justice. This is highly important as a partner develops its perception of the level of inter-organisational justice in the relationship based on available information, which it might decrease as distance between partners increases. However, this may depend on type of distance in the context of SCRs: geographical, cultural, or organisational distance (Awaysheh & Klassen, 2010). Whilst geographical distance increases as spatial distance between supply chain partners increases and cultural distance increases as partners operate in different cultures, organisational distance increases as the number of intermediaries between partners increases (Awaysheh & Klassen, 2010).

Our review also revealed that the majority of the existing literature on the relationship between inter-organisational justice and outcomes has adopted the universal approach, suggesting that inter-organisational justice outcomes are realised in all contexts. Although a growing research has pointed out the importance of a contingency approach when examining inter-organisational justice outcomes (e.g. Cheng et al. 2020; Griffith et al., 2017), assuming such outcomes are context-specific, additional insight into the inter-organisational justice-outcomes link might be gained through examining the impact of composition of SCRs and environment various conditions on this link. This can be accomplished by adopting a configurational approach, which involves the simultaneous and joint consideration of different SCRs conditions (e.g. power structure, length of relationship, governance, etc.) and environmental conditions (e.g. market dynamics, institutional environment, etc.). This can advance our understanding of under what configurations of SCRs and environmental conditions interorganisational justice can lead to greater outcomes, and of which inter-organisational justice dimension is more important under different configurations of these conditions.

References

- Adams, J. S. (1965). Inequity in social exchange, in L. Berkowitz (Ed.), *Advances in Experimental Social Psychology*. Academic Press, New York, 267-299.
- * Ahmed, M. U., Shafiq, A. & Mahmoodi, F. (2020). The role of supply chain analytics capability and adaptation in unlocking value from supply chain relationships. *Production Planning & Control*, in press, <https://doi.org/10.1080/09537287.2020.1836416>.
- Alghababsheh, M. & Gallear, D. (2022). Social sustainability in the supply chain: a literature review of the adoption, approaches and (un)intended outcomes. *Management & Sustainability: An Arab Review*, 1(1), 84-109.
- * Alghababsheh, M., Gallear, D. & Rahman, M. (2020). Balancing the scales of justice: Do perceptions of buyers' justice drive suppliers' social performance?. *Journal of Business Ethics*, 163(1), 125-150.
- * Anderson, E. & Weitz, B. (1992). The use of pledges to build and sustain commitment in distribution channels. *Journal of Marketing Research*, 29(1), 18-34.

- Anderson, J. C., Zerrillo Sr, P. C. & Wang, L. O. (2006). Estimating firm-specific and relational properties in interorganizational relationships in marketing. *Journal of Business-to-Business Marketing*, 13(4), 29-67.
- Ariño, A. & Ring, P. S. (2010). The role of fairness in alliance formation. *Strategic Management Journal*, 31(10), 1054-1087.
- * Asare, A. K., Brashear-Alejandro, T. & Kang, J. (2016). B2B technology adoption in customer driven supply chains. *Journal of Business & Industrial Marketing*, 31(1), 1-12.
- Awaysheh, A. & Klassen, R. D. (2010). The impact of supply chain structure on the use of supplier socially responsible practices. *International Journal of Operations & Production Management*, 30(12), 1246-1268.
- * Beugré, C. D. & Acar, W. (2008). Offshoring and cross-border interorganizational relationships: A justice model. *Decision Sciences*, 39(3), 445-468.
- Bies, R. J. & Moag, J. F. (1986). Interactional justice: Communication criteria of fairness. In R. J. Lewicki, B. H. Sheppard and Bazerman M. H. (Ed.), *Research on Negotiations in Organizations*. JAI Press, Greenwich, 43-55.
- * Blessley, M., Mir, S., Zacharia, Z. & Aloysius, J. (2018). Breaching relational obligations in a buyer-supplier relationship: Feelings of violation, fairness perceptions and supplier switching. *Industrial Marketing Management*, 74, 215-226.
- * Blount, I. Y. (2020). How Do Large Purchasing Organizations Treat Their Diverse Suppliers? Minority Business Enterprise CEOs' Perception of Corporate Commitment to Supplier Diversity. *Business & Society*, in press, <https://doi.org/10.1177/0007650320936974>.
- * Boyd, D. E., Spekman, R. E., Kamauff, J. W. & Werhane, P. (2007). Corporate social responsibility in global supply chains: A procedural justice perspective. *Long Range Planning*, 40(3), 341-356.
- * Brito, R. P. & Miguel, P. L. (2017). Power, governance, and value in collaboration: Differences between buyer and supplier perspectives. *Journal of Supply Chain Management*, 53(2), pp. 61-87.
- * Brock, C., Blut, M., Evanschitzky, H. and Kenning, P. (2013). Satisfaction with complaint handling: a replication study on its determinants in a business-to-business context. *International Journal of Research in Marketing*, 30(3), 319-322.

- * Brown, J. R., Cobb, A. T. & Lusch, R. F. (2006). The roles played by interorganizational contracts and justice in marketing channel relationships. *Journal of Business Research*, 59(2), 166-175.
- Busch, G. & Spiller, A. (2016). Farmer share and fair distribution in food chains from a consumer's perspective. *Journal of Economic Psychology*, 55, 149-158.
- Busenitz, L. W., Fiet, J. O. & Moesel, D. D. (2004). Reconsidering the venture capitalists' "value added" proposition: An interorganizational learning perspective. *Journal of Business Venturing*, 19(6), 787-807.
- * Carnovale, S., Henke Jr, J. W., DuHadway, S. & Yeniyurt, S. (2019). Unintended consequences: How suppliers compensate for price concessions and the role of organizational justice in buyer-supplier relations. *Journal of Business Logistics*, 40(3), 187-203.
- Chen, I. J., Paulraj, A. & Lado, A. A. (2004). Strategic purchasing, supply management, and firm performance. *Journal of Operations Management*, 22(5), 505-523.
- * Chen, Y. & Chen, I.J. (2019). Mediated power and sustainable supplier management (SSM): Linking power use, justice, and supplier performance. *International Journal of Physical Distribution & Logistics Management*, 49(8), 861-878.
- * Cheng, L., Craighead, C. W., Wang, Q. & Li, J. J. (2020). When is the Supplier's Message "Loud and Clear"? Mixed Signals from Supplier-Induced Disruptions and the Response. *Decision Sciences*, 51(2), 216-254.
- Cohen-Charash, Y. & Spector, P. E. (2001). The role of justice in organizations: A meta-analysis. *Organizational Behavior and Human Decision Processes*, 86(2), 278-321.
- Colquitt, J. A. (2001). On the dimensionality of organizational justice: a construct validation of a measure. *Journal of Applied Psychology*, 86(3), 386-400.
- Colquitt, J. A., Conlon, D. E., Wesson, M. J., Porter, C. O. & Ng, K. Y. (2001). Justice at the millennium: a meta-analytic review of 25 years of organizational justice research. *Journal of Applied Psychology*, 86(3), 425-445.
- * Corsten, D. & Kumar, N. (2005). Do suppliers benefit from collaborative relationships with large retailers? An empirical investigation of efficient consumer response adoption. *Journal of Marketing*, 69(3), 80-94.
- Coyle, J. J., Langley, C. J., Novack, R. A. & Gibson, B. (2017). *Supply chain management: a logistics perspective*. Cengage Learning, Boston.

- * Crosno, J. L., Manolis, C. & Dahlstrom, R. (2013). Toward understanding passive opportunism in dedicated channel relationships. *Marketing Letters*, 24(4), 353-368.
- Crowther, M.A. & Cook, D.J. (2007). Trials and tribulations of systematic reviews and metaanalysis. *Hematology*, 1, 493-497.
- Cui, T. H., Raju J. S., & Zhang Z. J. (2007). Fairness and channel coordination. *Management Science*, 53(8), 1303-1314.
- David, R. J. & Han, S. K. (2004). A systematic assessment of the empirical support for transaction cost economics. *Strategic Management Journal*, 25(1), 39-58.
- Davies, M. A., Lassar, W., Manolis, C., Prince, M., & Winsor, R. D. (2011). A model of trust and compliance in franchise relationships. *Journal of Business Venturing*, 26(3), 321-340.
- Deutsch, M. (1975). Equity, equality, and need: What determines which value will be used as the basis of distributive justice?. *Journal of Social Issues*, 31(3), 137-149.
- Dwyer, F. R., Schurr, P. H. & Oh, S. (1987). Developing buyer-seller relationships. *Journal of Marketing*, 51(2), 11-27.
- * Duffy, R., Fearne, A. & Hornibrook, S. (2003). Measuring distributive and procedural justice: An exploratory investigation of the fairness of retailer-supplier relationships in the UK food industry. *British Food Journal*, 105(10), 682-694.
- * Duffy, R., Fearne, A., Hornibrook, S., Hutchinson, K. & Reid, A. (2013). Engaging suppliers in CRM: The role of justice in buyer-supplier relationships. *International Journal of Information Management*, 33(1), 20-27.
- Durach, C. F., Kembro, J. & Wieland, A. (2017). A new paradigm for systematic literature reviews in supply chain management. *Journal of Supply Chain Management*, 53(4), 67-85.
- * Eckerd, S., Hill, J., Boyer, K. K., Donohue, K. & Ward, P. T. (2013). The relative impact of attribute, severity, and timing of psychological contract breach on behavioral and attitudinal outcomes. *Journal of Operations Management*, 31(7-8), 567-578.
- Ellis, K. M., Reus, T. H. & Lamont, B. T. (2009). The effects of procedural and informational justice in the integration of related acquisitions. *Strategic Management Journal*, 30(2), 137-161.
- * Fearne, A., Duffy, R. & Hornibrook, S. (2005). Justice in UK supermarket buyer-supplier relationships: an empirical analysis. *International Journal of Retail & Distribution Management*, 33(8), 570-582.

- Folger, R. & Cropanzano, R. (1998). *Organizational Justice and Human Resource Management*. Sage Publications, California.
- * Frazier, G. L. (1983). Interorganizational exchange behavior in marketing channels: a broadened perspective. *Journal of Marketing*, 47(4), 68-78.
- * Frazier, G. L., Spekman, R. E. & O'neal, C. R. (1988). Just-in-time exchange relationships in industrial markets. *The Journal of Marketing*, 52(4), 52-67.
- Gassenheimer, J. B., Houston, F. S. & Davis, J. C. (1998). The role of economic value, social value, and perceptions of fairness in interorganizational relationship retention decisions. *Journal of the Academy of Marketing Science*, 26(4), 322-337.
- * Gassenheimer, J. B., Hunter, G. L. & Siguaw, J. A. (2007). An evolving theory of hybrid distribution: Taming a hostile supply network. *Industrial Marketing Management*, 36, 604-616.
- Greenberg, J. (1982). Approaching equity and avoiding inequity in groups and organizations. in J. Greenberg and R. L. Cohen (Ed.). *Equity and Justice in Social Behavior*, Academic Press, New York, 389-435.
- Greenberg, J. (1987). A taxonomy of organizational justice theories", *Academy of Management Review*, 12(1), 9-22.
- Greenhalgh, T. & Peacock, R. (2005). Effectiveness and efficiency of search methods in systematic reviews of complex evidence: audit of primary sources. *British Medical Journal*, 331(7524), 1064-1065.
- * Griffith, D. A., Harvey, M. G. & Lusch, R. F. (2006). Social exchange in supply chain relationships: The resulting benefits of procedural and distributive justice. *Journal of Operations Management*, 24(2), 85-98.
- * Griffith, D. A., Hoppner, J. J., Lee, H. S. & Schoenherr, T. (2017). The Influence of the Structure of Interdependence on the Response to Inequity in Buyer-Supplier Relationships", *Journal of Marketing Research*, 54(1), 124-137.
- * Griffith, D. A. & Lusch, R. F. (2000). An examination of the influence of procedural justice on long-term orientation in wholesaler-supplier relationships. *Journal of Marketing Channels*, 7(3), 1-15.
- * Gu, F. F. & Wang, D. T. (2011). The role of program fairness in asymmetrical channel relationships. *Industrial Marketing Management*, 40(8), 1368-1376.

- * Gundlach, G. T. & Murphy, P. E. (1993). Ethical and legal foundations of relational marketing exchanges. *The Journal of Marketing*, 57(4), 35-46.
 - * Hammervoll, T. (2011). Dealing with Damage in Supply Chain Relationships. *Journal of Business-to-Business Marketing*, 18(2), 127-154.
 - * Hansen, H., Samuelsen, B. M. & Silseth, P. R. (2008). Customer perceived value in BtB service relationships: Investigating the importance of corporate reputation. *Industrial Marketing Management*, 37(2), 206-217.
 - * Hawkins, T., S. Randall, W., V. Coyne, A. & H. Baitalmal, M. (2014). Sustainable integrity: how reverse auctions can benefit suppliers in emerging markets. *Supply Chain Management: An International Journal*, 19(2), 126-141.
- He, Q., Ghobadian, A. & Galleary, D. (2021). Inter-Firm Knowledge Transfer between Strategic Alliance Partners: A Way Forward. *European Management Review*, 18(3), 229-248.
- * Hemmert, M., Kim, D., Kim, J. & Cho, B. (2016). Building the supplier's trust: Role of institutional forces and buyer firm practices. *International Journal of Production Economics*, 180, 25–37.
 - * Hernández-Espallardo, M. & Arcas-Lario, N. (2003). Unilateral control and the moderating effects of fairness on the target's performance in asymmetric channel partnerships. *European Journal of Marketing*, 37(11/12), 1685-1702.
 - * Hofer, A. R., Knemeyer, A. M. & Murphy, P. R. (2012). The roles of procedural and distributive justice in logistics outsourcing relationships. *Journal of Business Logistics*, 33(3), 196-209.
 - * Hoppner, J., A. Griffith, D. & Yeo, C. (2014). The intertwined relationships of power, justice and dependence. *European Journal of Marketing*, 48(9/10), 1690-1708.
 - * Hornibrook, S., Fearne, A. & Lazzarin, M. (2009). Exploring the association between fairness and organisational outcomes in supply chain relationships. *International Journal of Retail & Distribution Management*, 37(9), 790-803.
 - * Hunter, G. L., Gassenheimer, J. B. & Siguaw, J. A. (2011). Suspicion: Its sources, means of control, and effect on interorganizational relationships. *Industrial Marketing Management*, 40(7), 1183-1192.
 - * Huo, B., Wang, Z. & Tian, Y. (2016). The impact of justice on collaborative and opportunistic behaviors in supply chain relationships. *International Journal of Production Economics*, 177, 12-23.

- * Ireland, R. D. & Webb, J. W. (2007). A multi-theoretic perspective on trust and power in strategic supply chains. *Journal of Operations Management*, 25(2), 482-497.
- * Ishida, C. & Brown, J. R. (2013). A taxonomy of monitoring in business-to-business relationships. *Journal of Marketing Theory and Practice*, 21(2), 123-140.
- * Jambulingam, T., Kathuria, R. & Nevin, J. R. (2009). How fairness garners loyalty in the pharmaceutical supply chain: role of trust in the wholesaler-pharmacy relationship”, *International Journal of Pharmaceutical and Healthcare Marketing*, 3(4), 305-322.
- * Jambulingam, T., Kathuria, R. & Nevin, J. R. (2011). Fairness-trust-loyalty relationship under varying conditions of supplier-buyer interdependence. *Journal of Marketing Theory and Practice*, 19(1), 39-56.
- Johnsen, R. E. & Lacoste, S. (2016). An exploration of the ‘dark side’ associations of conflict, power and dependence in customer–supplier relationships. *Industrial Marketing Management*, 59, 76-95.
- Johnsen, T. E., Miemczyk, J. & Howard, M. (2017). A systematic literature review of sustainable purchasing and supply research: Theoretical perspectives and opportunities for IMP-based research. *Industrial Marketing Management*, 61, 130-143.
- Johnson, J. P., Korsgaard, M. A. & Sapienza, H. J. (2002). Perceived fairness, decision control, and commitment in international joint venture management teams. *Strategic Management Journal*, 23(12), 1141-1160.
- * Johnson, J. T. (2006). The role of explicit contracts and cooperative norms on fairness in buyer-seller relationships. *Academy of Marketing Studies Journal*, 10(2), 1- 8.
- * Jokela, P. & Söderman, A. (2017). Re-examining the link between fairness and commitment in buyer-supplier relationships. *Journal of Purchasing and Supply Management*, 23(4), 268-279.
- Joo, S. J., Min, H., Kwon, I. W. G. & Kwon, H. (2010). Comparative efficiencies of specialty coffee retailers from the perspectives of socially responsible global sourcing. *The International Journal of Logistics Management*, 21(3), 490-509.
- * Kadefors, A. (2005). Fairness in interorganizational project relations: norms and strategies”, *Construction Management and Economics*, 23(8), 871-878.
- * Kashyap, V. & Sivadas, E. (2012). An exploratory examination of shared values in channel relationships. *Journal of Business Research*, 65(5), 586-593.

- * Kashyap, V., Manolis, C. & Brashear, T. G. (2008). A measure of distributive justice in distribution channels: Scale development and validation. *Journal of Marketing Channels*, 15(4), 253-279.
 - * Kaynak, R., Sert, T., Sert, G. & Akyuz, B. (2015). Supply chain unethical behaviors and continuity of relationship: Using the PLS approach for testing moderation effects of inter-organizational justice. *International Journal of Production Economics*, 162, 83-91.
 - * Kim, K. T., Lee, J. S. & Lee, S. Y. (2017). The effects of supply chain fairness and the buyer's power sources on the innovation performance of the supplier: A mediating role of social capital accumulation. *Journal of Business & Industrial Marketing*, 32(7), 987-997.
 - * Kumar, N., Scheer, L. K. & Steenkamp, J. B. E. (1995). The effects of supplier fairness on vulnerable resellers. *Journal of Marketing Research*, 32(1), 54-65.
- Lambert, D. M. & Cooper, M. C. (2000). Issues in supply chain management. *Industrial Marketing Management*, 29(1), 65-83.
- Leventhal, G. S. (1980). What should be done with equity theory? New approaches to the study of fairness in social relationships. In K. Gergen, M. Greenberg and R. Willis (Ed.), *Social Exchange: Advances in Theory and Research*, Plenum Press, New York, 27-55.
- * Lee, H. S. & Griffith, D. A. (2019). Social comparison in retailer–supplier relationships: Referent discrepancy effects. *Journal of Marketing*, 83(2), 120-137.
- Li, S., Ragu-Nathan, B., Ragu-Nathan, T. S. & Rao, S. S. (2006). The impact of supply chain management practices on competitive advantage and organizational performance. *Omega*, 34(2), 107-124.
- * Ling-yee, L. (2010). Encouraging extra-role behavior in a channel context: The role of economic-, social-, and justice-based sharedness mechanisms. *Industrial Marketing Management*, 39(2), 195-201.
 - * Liu, A., Leach, M. & Chugh, R. (2015). A sales process framework to regain B2B customers. *Journal of Business & Industrial Marketing*, 30(8), 906-914.
 - * Liu, G., Aroean, L. & Ko, W.W. (2019). A business ecosystem perspective of supply chain justice practices: A study of a marina resort supply chain ecosystem in Indonesia. *International Journal of Operations & Production Management*, 39(9/10), 1122-1143.
 - * Liu, Y., Huang, Y., Luo, Y. & Zhao, Y. (2012). How does justice matter in achieving buyer–supplier relationship performance? *Journal of Operations Management*, 30(5), 355-367.

- * Liu, Y., Luo, Y., Huang, Y. & Yang, Q. (2017). A diagnostic model of private control and collective control in buyer-supplier relationships. *Industrial Marketing Management*, 63, 116-128.
- * Lu, W., Guo, W. & Zhu, Q. (2020). Effect of justice on contractor's relational behavior: Moderating role of owner's asset specificity. *Journal of Construction Engineering and Management*, 146(4), 04020020.
- * Lund, D. J., Scheer, L. K. & Kozlenkova, I. V. (2013). Culture's impact on the importance of fairness in interorganizational relationships. *Journal of Marketing Research*, 21(4), 21-43.
- Luo, Y. (2006a). Toward the micro and macro-level consequences of interactional justice in cross-cultural joint ventures. *Human Relations*, 59(8), 1019-1047.
- Luo, Y. (2006b). Opportunism in inter-firm exchanges in emerging markets. *Management and Organization Review*, 2(1), 121-147.
- Luo, Y. (2007). The independent and interactive roles of procedural, distributive, and interactional justice in strategic alliances. *Academy of Management Journal*, 50(3), 644-664.
- * Luo, Y., Liu, Y., Yang, Q., Maksimov, V. & Hou, J. (2015). Improving performance and reducing cost in buyer-supplier relationships: The role of justice in curtailing opportunism. *Journal of Business Research*, 68(3), 607-615.
- MacDonald, K. (2007). Globalising justice within coffee supply chains? Fair Trade, Starbucks and the transformation of supply chain governance. *Third World Quarterly*, 28(4), 793-812.
- Magableh, G. M. (2021). Supply chains and the COVID-19 pandemic: A comprehensive framework. *European Management Review*, 18(3), 363-382.
- * Malagueño, R., Gölgeci, I. & Fearne, A. (2019). Customer categorization, relational justice and SME performance in supermarket supply chains. *Supply Chain Management: An international journal*, 24(3), 417-429.
- Mascarenhas, O. A., Kesavan, R., & Bernacchi, M. (2008). Buyer-seller information asymmetry: Challenges to distributive and corrective justice. *Journal of Macromarketing*, 28(1), 68-84.
- * Matopoulos, A., Didonet, S., Tsanasidis, V. & Fearne, A. (2019). The role of perceived justice in buyer-supplier relationships in times of economic crisis. *Journal of Purchasing and Supply Management*, 25(4), 1-11.
- Miles, R. E. & Snow, C. C. (2007). Organization theory and supply chain management: An evolving research perspective. *Journal of Operations Management*, 25(2), 459-463.

- Mossholder, K. W., Bennett, N. & Martin, C. (1998). A multilevel analysis of procedural justice context. *Journal of Organizational Behavior*, 19(2), 131-141.
- * Muylle, S. & Standaert, W. (2016). The use of procedural fairness in electronic reverse Auctions to enhance relationship quality. *Psychology & Marketing*, 33(4), 283-296.
- Nahapiet, J. & Ghoshal, S. (1998). Social capital, intellectual capital, and the organizational advantage. *Academy of Management Review*, 23(2), 242-266.
- * Nakandala, D., Smith, M. & Lau, H. (2020). Shared power and fairness in trust-based supply chain relationships in an urban local food system. *British Food Journal*, 122(3), 870-883.
- * Narasimhan, R., Nair, A., Griffith, D. A., Arlbjørn, J. S. & Bendoly, E. (2009). Lock-in situations in supply chains: A social exchange theoretic study of sourcing arrangements in buyer-supplier relationships. *Journal of Operations Management*, 27(5), 374-389.
- * Narasimhan, R., Narayanan, S. & Srinivasan, R. (2013). An investigation of justice in supply chain relationships and their performance impact. *Journal of Operations Management*, 31(5), 236-247.
- Naumann, S. E. & Bennett, N. (2000). A case for procedural justice climate: Development and test of a multilevel model. *Academy of Management Journal*, 43(5), 881-889.
- * Normann, U., Ellegaard, C. & Møller, M. M. (2017). Supplier perceptions of distributive justice in sustainable apparel sourcing. *International Journal of Physical Distribution & Logistics Management*, 47(5), 368-386.
- * Omar, O. & Blankson, C. (2000). New car retailing: an assessment of car manufacturers' fairness on main dealers. *Journal of Strategic Marketing*, 8(3), 261-275.
- Parmigiani, A., & Mitchell, W. (2010). The hollow corporation revisited: Can governance mechanisms substitute for technical expertise in managing buyer-supplier relationships? *European Management Review*, 7(1), 46-70.
- * Patterson, P. G., Johnson, L. W. & Spreng, R. A. (1996). Modeling the determinants of customer satisfaction for business-to-business professional services. *Journal of the Academy of Marketing Science*, 25(1), 4-17.
- Podsakoff, P. M., MacKenzie, S. B., Lee, J. Y. & Podsakoff, N. P. (2003). Common method biases in behavioral research: a critical review of the literature and recommended remedies. *Journal of Applied Psychology*, 88(5), 879-903.

- * Poppo, L. & Zhou, K. Z. (2014). Managing contracts for fairness in buyer–supplier exchanges. *Strategic Management Journal*, 35(10), 1508-1527.
- * Praxmarer-Carus, S., Sucky, E. & Durst, S. M. (2013). The relationship between the perceived shares of costs and earnings in supplier development programs and supplier satisfaction. *Industrial Marketing Management*, 42(2), 202-210.
- * Qiu, T. (2018). Dependence concentration and fairness perceptions in asymmetric supplier–buyer relationships. *Journal of Marketing Management*, 34(3-4), 395-419.
- Ring, P. S. & Van de Ven, A. H. (1994). Developmental processes of cooperative interorganizational relationships. *Academy of Management Review*, 19(1), 90-118.
- * Samaha, S. A., Palmatier, R. W. & Dant, R. P. (2011). Poisoning relationships: Perceived unfairness in channels of distribution. *Journal of Marketing*, 75(3), 99-117.
- Schafer, R. & Klonglan, G. (1974). Application of the rule of distributive Justice in a normative organization. *Pacific Sociological Review*, 17(2), 199-213.
- * Scheer, L. K., Kumar, N. & Steenkamp, J. B. E. (2003). Reactions to perceived inequity in US and Dutch interorganizational relationships. *Academy of Management Journal*, 46(3), 303-316.
- * Schleper, M. C., Blome, C. & Wuttke, D. A. (2017). The dark side of buyer power: Supplier exploitation and the role of ethical climates. *Journal of Business Ethics*, 140(1), 97-114.
- * Shaikh, A. (2016). Conceptualizing fairness in franchisor–franchisee relationship: Dimensions, definitions and preliminary construction of scale. *Journal of Retailing and Consumer Services*, 28, 28-35.
- * Shaikh, A., Sharma, D., Vijayalakshmi, A. & Yadav, R. S. (2018). Fairness in franchisor–franchisee relationship: an integrative perspective. *Journal of Business & Industrial Marketing*, 33(4), 550-562.
- * Shockley, J. & Turner, T. (2016). A relational performance model for developing innovation and long-term orientation in retail franchise organizations. *Journal of Retailing and Consumer Services*, 32, 175-188.
- * Shou, Z., Zheng, X. V. & Zhu, W. (2016). Contract ineffectiveness in emerging markets: An institutional theory perspective. *Journal of Operations Management*, 46, 38-54.
- * Sindhav, B. (2001). The role of organizational justice in managing change within marketing channels. *Journal of Marketing Channels*, 9(1-2), 65-91.

- * Son, B. G., Lee, C. H., Ha, B. C. & Nam, H. (2019). Investigating the fair treatment of suppliers and its trust fostering role and performance benefits. *International Journal of Production Economics*, 216, 54-66.
- * Soundararajan, V. & Brammer, S. (2018). Developing country sub-supplier responses to social sustainability requirements of intermediaries: Exploring the influence of framing on fairness perceptions and reciprocity. *Journal of Operations Management*, 58, 42-58.
- Soyer, C., Balkin, D., & Amar, F. (2021). Unpacking the effect of autonomous motivation on workplace performance: Engagement and distributive justice matter! *European Management Review*, 1-16.
- Spekman, R. E., Kamauff Jr, J. W. & Myhr, N. (1998). An empirical investigation into supply chain management: a perspective on partnerships. *Supply Chain Management: An International Journal*, 3(2), 53-67.
- * Srinivasan, R., Narayanan, S. & Narasimhan, R. (2017). An investigation of justice, conflict, and moderating effects of supplier autonomy and cultural distance in buyer–supplier relationships. *IEEE Transactions on Engineering Management*, 65(1), 6-20.
- * Standaert, W., Muylle, S. & Amelinckx, I. (2015). An empirical study of electronic reverse auction project outcomes. *Electronic Commerce Research and Applications*, 14(2), 81-94.
- * Suh, S. (2005). Fairness and relationship quality perceived by local suppliers: In search of critical success factors for international retailers. *Journal of Global Marketing*, 18(1-2), 5-19.
- Sun, J., Makosa, L., Yang, J., Darlington, M., Yin, F., & Jachi, M. (2022). Economic sanctions and shared supply chains: A firm-level study of the contagion effects of smart sanctions on the performance of nontargeted firms. *European Management Review*, 1-15.
- * Theodorakopoulos, N., Ram, M. & Kakabadse, N. (2015). Procedural justice in procurement management and inclusive interorganizational relations: An institutional perspective. *British Journal of Management*, 26(2), 237-254.
- Thibaut, J. & Walker, L. (1975). *Procedural justice: A psychological analysis*. Erlbaum New Jersey.
- * Ting, S. C. (2011). The role of justice in determining relationship quality. *Journal of Relationship Marketing*, 10(2), 57-75.
- * Trada, S. & Goyal, V. (2017). The dual effects of perceived unfairness on opportunism in channel relationships. *Industrial Marketing Management*, 64, 135-146.

- Tranfield D., Denyer D. & Smart P. (2003). Towards a Methodology for Developing Evidence-Informed Management Knowledge by Means of Systematic Review. *British Journal of Management*, 14(3), 207-222.
- Tyler, T. & Bies, R. J. (1990). Beyond formal procedures: The interpersonal context of procedural justice. In J. Carroll (Ed.), *Applied Social Psychology and Organizational Settings*. Erlbaum, New Jersey, 77-98.
- * Wagner, S. M., Coley, L. S. & Lindemann, E. (2011). Effects of suppliers' reputation on the future of buyer-supplier relationships: the mediating roles of outcome fairness and trust. *Journal of Supply Chain Management*, 47(2), 29-48.
- * Wang, Q., Craighead, C. W. & Li, J. J. (2014). Justice served: Mitigating damaged trust stemming from supply chain disruptions. *Journal of Operations Management*, 32(6), 374-386.
- Webster, J. & Watson, R. T. (2002). Analyzing the past to prepare for the future: Writing a literature review. *MIS quarterly*, 26(2), xiii-xxiii.
- * Wei, S., Ke, W., Lado, A. A., Liu, H. & Wei, K. K. (2020a). The effects of justice and top management beliefs and participation: an exploratory study in the context of digital supply chain management. *Journal of Business Ethics*, 166(1), 51-71.
- * Wei, S., Yin, J. & Chen, X. (2020b). Paradox of Supply Chain Integration and Firm Performance: The Moderating Roles of Distributive and Procedural Justice. *Decision Sciences*, in press, <https://doi.org/10.1111/deci.12438>.
- * Wu, L. & Chiu, M. L. (2018). Examining supply chain collaboration with determinants and performance impact: Social capital, justice, and technology use perspectives. *International Journal of Information Management*, 39, 5-19.
- * Xuan, P. A. N., Shuwei, Z. A. N. G., Yiyang, H. U. & Jinyang, L. I. U. (2020). Identifying the positive sides of power use between (in) congruence in distributive fairness perception and supplier-buyer relationship quality. *Industrial Marketing Management*, 91, 362-372.
- * Yanamandram, V. & White, L. (2010). An empirical analysis of the retention of dissatisfied business services customers using structural equation modelling. *Australasian Marketing Journal*, 18(4), 222-232.
- * Yang, D., Sivadas, E., Kang, B. & Oh, S. (2012). Dissolution intention in channel relationships: An examination of contributing factors. *Industrial Marketing Management*, 41(7), 1106-1113.

- * Yilmaz, C., Sezen, B. & Kabadayı, E. T. (2004). Supplier fairness as a mediating factor in the supplier performance–reseller satisfaction relationship. *Journal of Business Research*, 57(8), 854-863.
- * Zaefarian, G., Najafi-Tavani, Z., Henneberg, S. C. & Naudé, P. (2016). Do supplier perceptions of buyer fairness lead to supplier sales growth? *Industrial Marketing Management*, 53, 160–171.
- Zaefarian, T., & Zaefarian, R. (2012). Complaint management and suppliers' engagement in long-term relationships: A conceptual model based on fairness theory. *Business and Economic Research*, 2(1) 1-15.
- * Zhou, M., Govindan, K. & Xie, X. (2020). How fairness perceptions, embeddedness, and knowledge sharing drive green innovation in sustainable supply chains: An equity theory and network perspective to achieve sustainable development goals. *Journal of Cleaner Production*, 260, 120950.
- * Articles included in the review

Insert Appendix A Here

Insert Appendix B Here

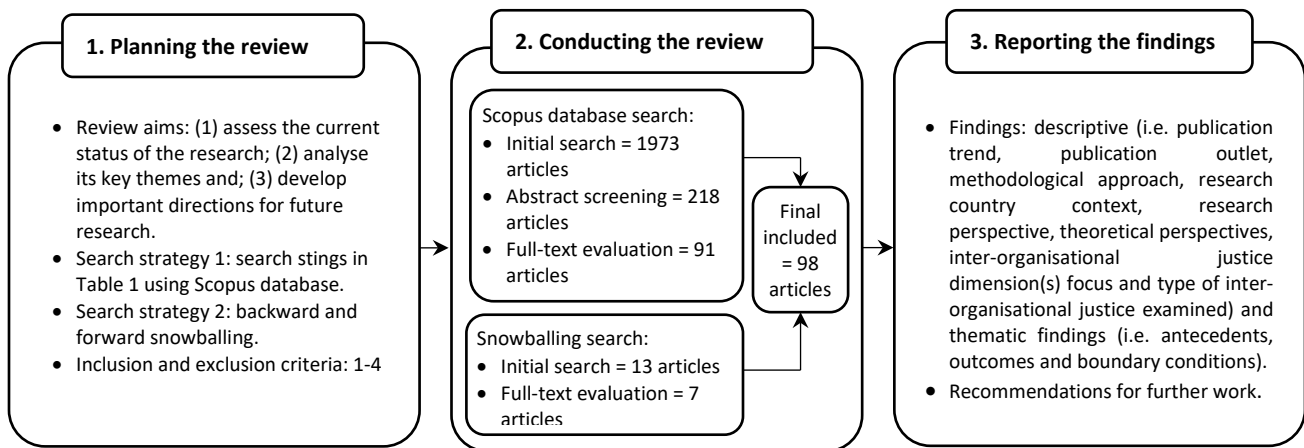


Figure (1): The review process

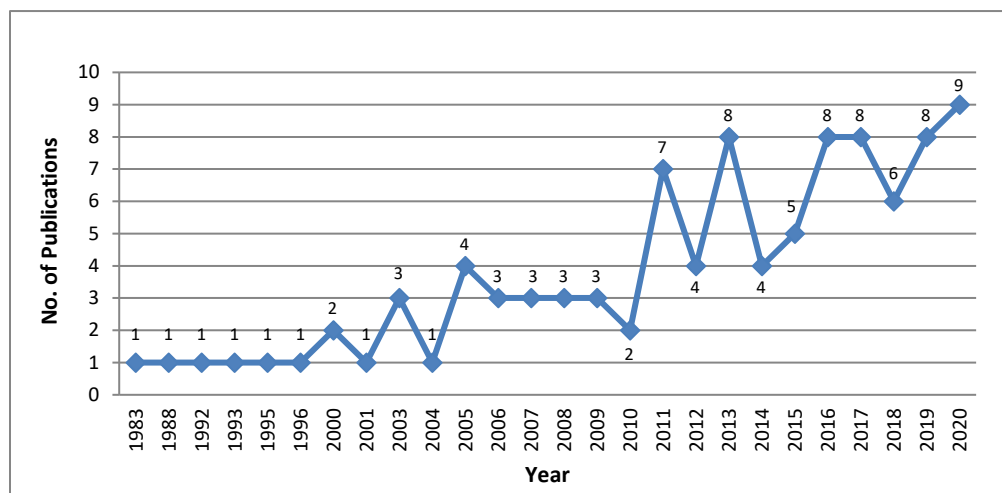


Figure (2): Distribution of articles over the period 1983-2020

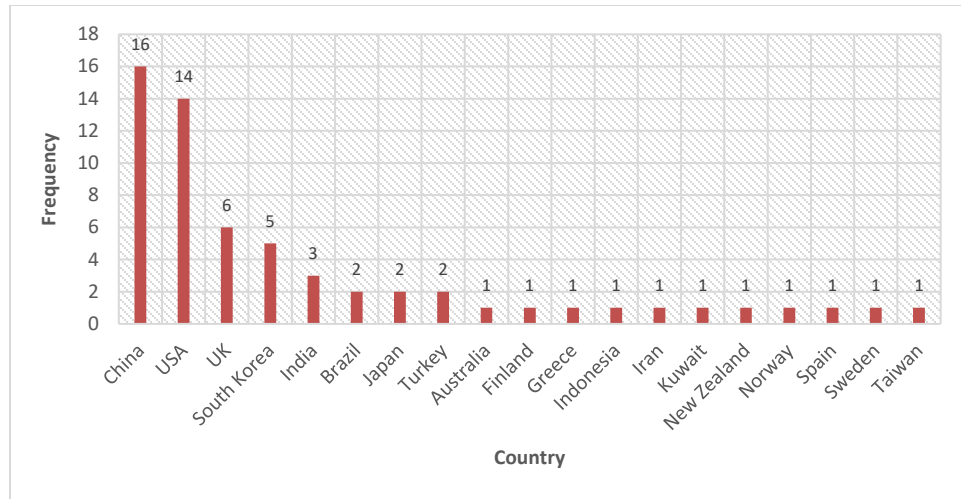


Figure (3): Distribution of articles based on the country where the study data was collected

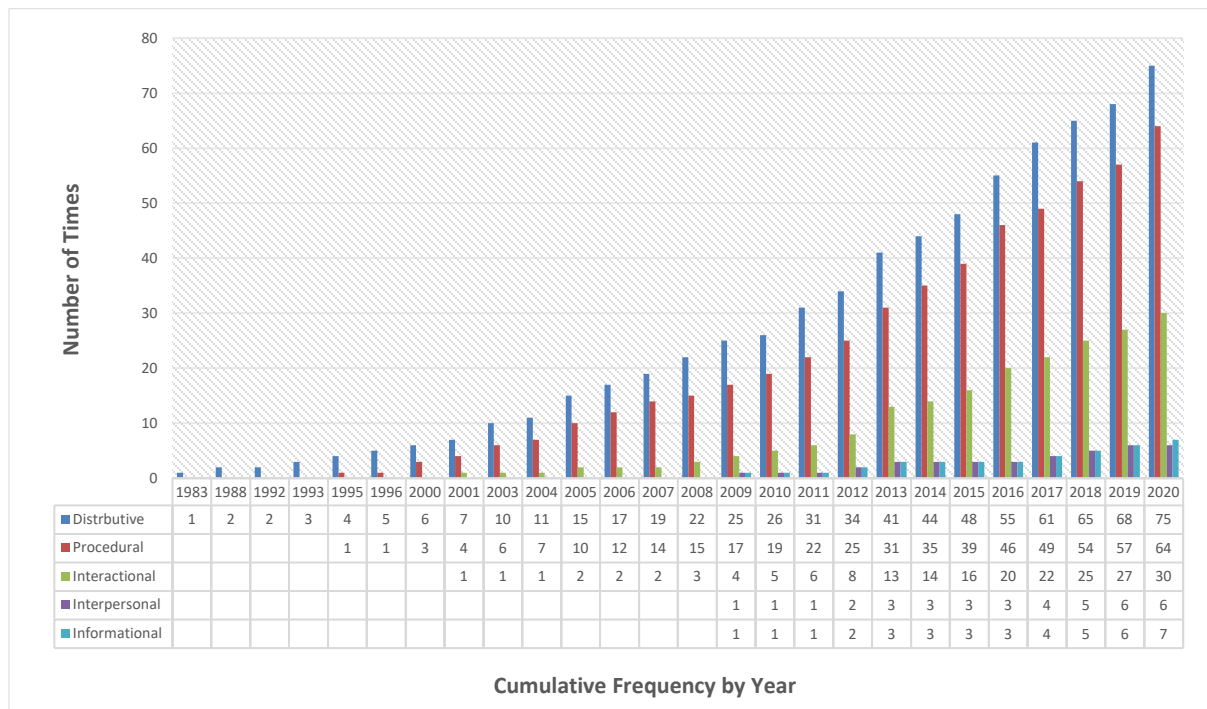


Figure (4): Cumulative frequency of research by dimension over the period 1983-2020

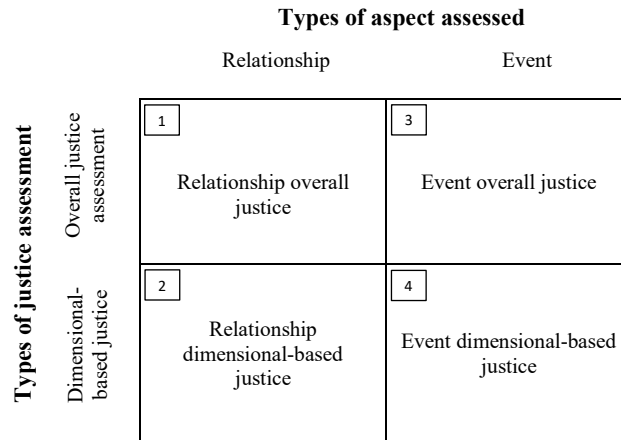


Figure (5): Taxonomy of types of justice in SCRs

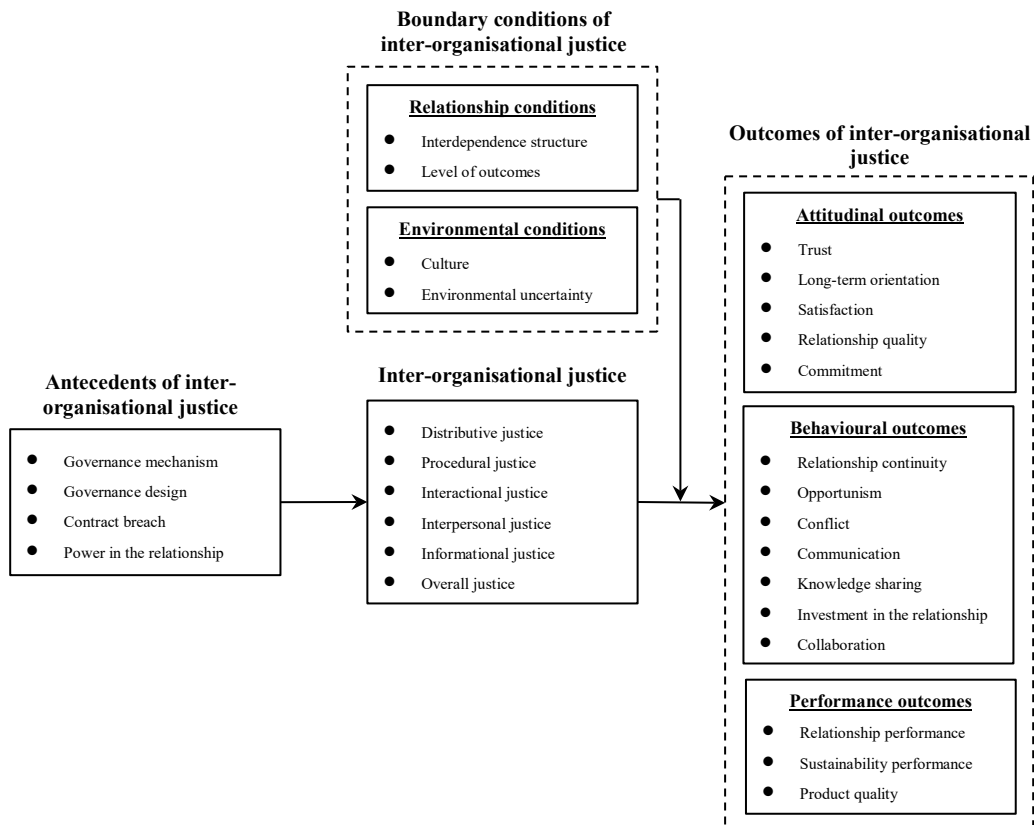


Figure (6): A nomological framework of inter-organisational justice in SCRs

Table (1): Search strings

Search strings for justice		Search strings for supply chain relationships
Justice OR	AND	Business-to-business OR B2B OR
Injustice OR		Buyer-supplier OR buyer-seller OR
Fair* OR		Buyer OR
Unfair* OR		“Distribution channel*” OR “marketing channel*” OR
Equity OR		Interorgani*ational OR inter-organi*ational OR
Inequity		Inter-firm OR interfirm OR
		Supplier OR
		“Supply chain” OR
		Retailer OR
		Logistics OR
		Outsourcing OR sourcing OR
		Procurement

Table (2): Distribution of articles by journals

Journal	CABS ranking	Number of Publication	%
Industrial Marketing Management	3*	12	12.24
J. of Operations Management	4*	9	9.18
J. of Marketing	4*	6	6.12
Int. J. of Production Economics	3*	4	4.08
J. of Business & Industrial Marketing	2*	4	4.08
J. of Business Research	3*	4	4.08
J. of Marketing Research	4*	4	4.08
Decision Sciences	3*	3	3.06
J. of Business Ethics	3*	3	3.06
J. of Marketing Channels	1*	3	3.06
British Food J.	1*	2	2.04
European J. of Marketing	3*	2	2.04
Int. J. of Information Management	2*	2	2.04
Int. J. of Physical Distribution & Logistics Management	2*	2	2.04
Int. J. of Retail & Distribution Management	2*	2	2.04
J. of Business Logistics	3*	2	2.04
J. of Marketing Theory and Practice	2*	2	2.04
J. of Purchasing and Supply Management	3*	2	2.04
J. of Retailing and Consumer Services	2*	2	2.04
J. of Supply Chain Management	4*	2	2.04
Supply Chain Management: An Int. J.	3*	2	2.04
Other journals*	-	24	24.48
Total		98	100

*Note: Journal that published one article was included here.

Table (3): Theories in inter-organizational justice research in SCRs

Theory	Number of articles	%
Social exchange theory	21	26.58
Equity theory	10	12.65
Transaction cost economics	7	8.86
Social capital theory	4	5.06
Dependence theory	3	3.79
Institutional theory	3	3.79
Attribution theory	2	2.53
Prospect theory	2	2.53
Signaling theory	2	2.53
Other theories	25	31.64
Total	79	100

Appendix A - Summary of the selected papers

No.	Author(s)	Inter-organisational dimension					Type of inter-organisational justice (Relationship overall justice, relationship dimension-based justice, event overall justice or event dimension-based justice)	Research theme (Antecedents, outcomes and/or boundary conditions)	Type of supply chain relationship	Theoretical perspective	Relationship perspective	Method	Context	
		Distributive	Procedural	Interactional	Interpersonal	Informational							Industry	Country
1	Frazier (1983) ^a						Relationship dimensional-based justice	• Outcomes	Channel relationship	Equity theory	N/A	Conceptual	N/A	N/A
2	Frazier <i>et al.</i> (1988) ^a						Relationship dimensional-based justice	• Outcomes	Manufacturer-supplier	Equity theory	N/A	Conceptual	N/A	N/A
3	Anderson and Weitz (1992)						Relationship overall justice	• Outcomes	Manufacturer-distributors	None	Dyadic	Survey	NS	NS
4	Gundlach and Murphy (1993) ^a						Relationship dimensional-based justice	• Outcomes	Channel relationship	None	N/A	Conceptual	N/A	N/A
5	Kumar <i>et al.</i> (1995)	✓	✓				Relationship dimensional-based justice	• Outcomes • Boundary conditions	Manufacturer-dealers	None	Dealer	Survey	Automobile	Across countries
6	Patterson <i>et al.</i> (1996)	✓					Relationship dimensional-based justice	• Outcomes	Client-provider	Equity theory	Clients	Survey	Management consultant	NS
7	Griffith and Lusch (2000)		✓				Relationship dimensional-based justice	• Outcomes	Supplier-wholesaler	None	Wholesalers	Survey	NS	USA
8	Omar and Blankson (2000)	✓	✓				Relationship dimensional-based justice	• Outcomes • Boundary conditions	Manufacturer-dealers	None	Dealers	Survey	Automobile	UK
9	Sindhav (2001)	✓	✓	✓			Event dimensional-based justice	• Antecedents • Outcomes	Channel relationship	None	N/A	Conceptual	N/A	N/A
10	Scheer <i>et al.</i> (2003) ^a						Relationship dimensional-based justice	• Outcomes • Boundary conditions	Manufacturer-dealers	Equity theory	Dealer	Survey	Automobile	Across countries
11	Hernández-Espallardo and Arcas-Lario (2003)	✓	✓				Relationship dimensional-based justice	• Outcomes	Channel relationships	None	Partner	Survey	Fresh fruit and vegetable sector	Spain
12	Duffy <i>et al.</i> (2003)	✓	✓				Relationship dimensional-based justice	N/A	Supplier-retailer	None	Supplier	Exploratory interviews	Food retailing	UK
13	Yilmaz <i>et al.</i> (2004)	✓	✓				Relationship dimensional-based justice	• Antecedents • Outcomes	Supplier-reseller	None	Reseller	Survey	Doors and window systems	Turkey
14	Corsten and Kumar (2005) ^a						Event dimensional-based justice	• Antecedents • Boundary conditions	Supplier-retailer	Equity theory	Supplier	Survey	NS	NS
15	Fearne <i>et al.</i> (2005)	✓	✓				Relationship dimensional-based justice	N/A	Supplier-retailer	None	Supplier	Survey	Food retailing	UK
16	Kadefors (2005)	✓	✓	✓			Relationship dimensional-based justice	• Antecedents • Outcomes	Client-contractor	None	Multiple parties	Case study	Construction	Sweden
17	Suh (2005)	✓	✓				Relationship dimensional-based justice	• Outcomes	Supplier-retailer	None	Supplier	Survey	Retail	South Korea
18	Brown <i>et al.</i> (2006)	✓	✓				Relationship dimensional-based justice	• Outcomes • Boundary conditions	Supplier-wholesaler	None	Wholesaler	Survey	Multiple	USA
19	Griffith <i>et al.</i> (2006)	✓	✓				Relationship dimensional-based justice	• Outcomes	Manufacturer-distributor	Social exchange theory	Distributor	Survey	Multiple	USA
20	Johnson <i>et al.</i> (2006)						Relationship overall justice	• Antecedents	Buyer-supplier	None	Buyer	Survey	NS	NS
21	Boyd <i>et al.</i> (2007)		✓				Event dimensional-based justice	• Outcomes	Buyer-supplier	None	N/A	Conceptual	N/A	N/A
22	Ireland and Webb (2007)	✓	✓				Relationship dimensional-based justice	• Outcomes	Buyer-supplier	Social capital theory, resource dependency theory and transaction	N/A	Conceptual	N/A	N/A

										cost economics				
23	Gassenheimer <i>et al.</i> (2007)	✓					Relationship dimension-based justice	<ul style="list-style-type: none"> • Antecedents • Outcomes 	Supplier-distributor	Network theory and social capital theory	N/A	Conceptual	N/A	N/A
24	Beugré and Acar (2008)	✓	✓	✓			Relationship dimensional-based justice	<ul style="list-style-type: none"> • Outcomes • Boundary conditions 	Offshore outsourcing		N/A	Conceptual	N/A	N/A
25	Hansen <i>et al.</i> (2008)	✓					Relationship dimensional-based justice	<ul style="list-style-type: none"> • Outcomes 	Supplier-customer	None	Buyer	Survey	NS	NS
26	Kashyap <i>et al.</i> (2008)	✓					Relationship dimensional-based justice	N/A	Channel relationship	Equity theory	Franchisee	Mixed method	Multiple	USA
27	Hornibrook <i>et al.</i> (2009)	✓	✓		✓	✓	Relationship dimensional-based justice	<ul style="list-style-type: none"> • Outcomes 	Buyer-supplier	None	N/A	Conceptual	N/A	N/A
28	Jambulingam <i>et al.</i> (2009)	✓	✓				Relationship dimensional-based justice	<ul style="list-style-type: none"> • Outcomes 	Wholesaler-retailer	Referent cognitions theory	Retailer	Survey	Pharmaceutical	USA
29	Narasimhan <i>et al.</i> (2009)	✓					Relationship dimensional-based justice	<ul style="list-style-type: none"> • Outcomes 	Buyer-supplier	Social exchange theory	Buyer and supplier	Behavioural experiment	N/A	USA
30	Ling-yee (2010)		✓				Relationship dimensional-based justice	<ul style="list-style-type: none"> • Outcomes 	Manufacturer-agent	Social exchange theory, transaction cost economics	Manufacturer	Survey	Electronics	China
31	Yanamandram and White (2010)	✓	✓	✓			Event dimensional-based justice	<ul style="list-style-type: none"> • Outcomes 	Buyer-supplier	Social exchange theory and Investment model	Buyer	Survey	Business services	NS
32	Jambulingam <i>et al.</i> (2011)	✓	✓				Relationship dimensional-based justice	<ul style="list-style-type: none"> • Outcomes • Boundary conditions 	Wholesaler-retailer	Resource advantage theory	Retailer	Survey	Pharmaceutical	USA
33	Hammervoll (2011)	✓					Relationship dimensional-based justice	<ul style="list-style-type: none"> • Outcomes 	Buyer-supplier	Dependence theory	N/A	Conceptual	N/A	N/A
34	Hunter <i>et al.</i> (2011)	✓	✓				Relationship dimensional-based justice	<ul style="list-style-type: none"> • Outcomes 	Supplier-distributor	Interpersonal deception theory, social account theory	N/A	Conceptual	N/A	N/A
35	Gu and Wang (2011)						Event overall justice	<ul style="list-style-type: none"> • Outcomes • Boundary conditions 	Manufacturer-distributor	Fairness heuristic theory	Distributor	Survey	Food products	China
36	Samaha <i>et al.</i> (2011)						Relationship overall justice	<ul style="list-style-type: none"> • Outcomes 	Seller-reseller	Dynamic capabilities theory, equity theory	Reseller	Survey	Multiple	NS
37	Wanger <i>et al.</i> (2011)	✓					Event dimensional-based justice	<ul style="list-style-type: none"> • Outcomes 	Buyer-supplier	Signaling theory and social exchange theory	Buyer	Survey	Multiple	Across countries
38	Ting (2011)	✓	✓	✓			Relationship dimensional-based justice	<ul style="list-style-type: none"> • Outcomes 	Supplier-retailer	Prospect theory	N/A	Conceptual	N/A	N/A
39	Hofer <i>et al.</i> (2012)	✓	✓				Relationship dimensional-based justice	<ul style="list-style-type: none"> • Outcomes 	Buyer-logistic provider	Social exchange theory	Buyer	Survey	NS	Brazil
40	Liu <i>et al.</i> (2012)	✓	✓		✓	✓	Relationship dimensional-based justice	<ul style="list-style-type: none"> • Outcomes 	Manufacturer-distributor	Loose coupling theory	Dyadic	Survey	Appliance	China
41	Kashyap and Sivadas (2012)	✓	✓	✓			Relationship dimensional-based justice	<ul style="list-style-type: none"> • Outcomes 	Franchisor-franchisee	Social influence theory	Franchisee	Survey	Automobile	NS
42	Yang (2012) ^b						Relationship overall justice	<ul style="list-style-type: none"> • Outcomes 	Manufacturer-distributor	Social exchange theory	Distributor	Survey	Dairy industry	South Korea
43	Brock <i>et al.</i> (2013)	✓	✓	✓			Event dimensional-based justice	<ul style="list-style-type: none"> • Outcomes 	Buyer-supplier	None	Buyer	Survey	Construction industry	NS

44	Crosno <i>et al.</i> (2013)	✓	✓	✓			Relationship dimensional-based justice	• Outcomes	Supplier-retailer	Transaction cost economics, reactance theory	Retailers	Survey	Consumer electronics	Norway
45	Duffy <i>et al.</i> (2013)	✓	✓		✓	✓	Relationship dimensional-based justice	• Outcomes	Supplier-retailer	None	Supplier	Survey	Retail	UK
46	Eckerd <i>et al.</i> (2013)						Relationship overall justice	• Antecedents • Outcomes	Buyer-supplier	Psychological contract theory	Participants (role played purchasing managers)	Experiment	N/A	NS
47	Ishida and Brown (2013)	✓	✓	✓			Relationship dimensional-based justice	• Antecedents	Franchisee-franchisor	None	Franchisee	Survey	Multiple	USA
48	Lund <i>et al.</i> (2013)	✓	✓				Relationship dimensional-based justice	• Antecedents • Boundary conditions	Supplier-retailer	Hofstede cultural model	Retailer	Survey	Electronics	Across countries
49	Narasimhan <i>et al.</i> (2013)	✓	✓	✓			Relationship dimensional-based justice	• Outcomes	Buyer-supplier	None	Buyer	Survey	Multiple	NS
50	Praxmarer-Carus <i>et al.</i> (2013)	✓					Event dimensional-based justice	• Antecedents • Outcomes	Buyer-supplier	None	Dyadic	Survey	Multiple	Across countries
51	Hawkins <i>et al.</i> (2014)		✓				Relationship dimensional-based justice	• Outcomes	Buyer-supplier	None	Multiple parties	Case study	Construction	Kuwait
52	Hoppner <i>et al.</i> (2014)	✓	✓				Relationship dimensional-based justice	• Antecedents • Outcomes • Boundary conditions	Buyer-seller	Social exchange theory	Seller	Survey	Multiple	USA
53	Wang <i>et al.</i> (2014)	✓	✓	✓			Event dimensional-based justice	• Outcomes	Buyer-supplier	None	Buyer	Survey	Multiple	China
54	Poppo and Zhou (2014)	✓	✓				Relationship dimensional-based justice	• Antecedents • Outcomes • Boundary conditions	Buyer-supplier	Transaction cost economics	Dyadic	Survey	Multiple	China
55	Liu <i>et al.</i> (2015)	✓	✓	✓			Event dimensional-based justice	• Outcomes	Supplier-customer	Attribution theory	Supplier	Multiple Case study	NS	New Zealand
56	Luo <i>et al.</i> (2015)	✓	✓	✓			Relationship dimensional-based justice	• Outcomes	Manufacturer-distributor	Social exchange theory	Dyadic	Survey	Home appliance	China
57	Kaynak <i>et al.</i> (2015)	✓	✓				Relationship dimensional-based justice	• Outcomes	Wholesaler-retailer	None	Retailer	Survey	Pharmaceutical	Turkey
58	Standaert <i>et al.</i> (2015)		✓				Event dimensional-based justice	• Outcomes	Supplier-customer	The expectation–confirmation theory	Customer	Survey	Multiple	Across countries
59	Theodorakopoulos <i>et al.</i> (2015)	✓					Event dimensional-based justice	N/A	Buyer-supplier	Institutional theory	Buyer	Case study	Multiple	UK
60	Asare <i>et al.</i> (2016)	✓	✓	✓			Relationship dimensional-based justice	• Outcomes	Buyer-supplier	None	N/A	Conceptual	N/A	N/A
61	Hemmert <i>et al.</i> (2016)	✓	✓				Relationship dimensional-based justice	• Antecedents • outcomes	Buyer-supplier	Institutional theory	Supplier	Survey	Multiple	South Korea
62	Huo <i>et al.</i> (2016)	✓	✓	✓			Relationship dimensional-based justice	• Outcomes • Boundary conditions	Buyer-supplier	Transaction cost economics, social exchange theory	Buyer	Survey	Multiple	China
63	Muyile and Standaert (2016)		✓				Event dimensional-based justice	• Outcomes • Boundary conditions	Buyer-supplier	None	Dyadic	Survey	Multiple industries	Across countries
64	Shaikh (2016)	✓	✓	✓			Relationship dimensional-based justice	• Outcomes	Franchisor–franchisee	None	Franchisee	Survey	Fast food customers goods	India
65	Shockley and Turner (2016)	✓	✓				Relationship dimensional-based justice	• Outcomes • Boundary conditions	Franchisor–franchisee	Social exchange theory	Dyadic	Survey	Food retail	USA
66	Shou <i>et al.</i> (2016)	✓					Relationship dimensional-based justice	• Outcomes	Supplier-distributor	Transaction cost economics, institutional theory	Distributor	Survey	Construction	China

67	Zaefarian <i>et al.</i> (2016)	✓	✓	✓			Relationship dimensional-based justice	<ul style="list-style-type: none"> • Outcomes • Boundary conditions 	Manufacturer-supplier	None	Supplier	Survey	Automobile	Iran
68	Brito and Miguel (2017)	✓	✓		✓	✓	Relationship dimensional-based justice	<ul style="list-style-type: none"> • Antecedents • Outcomes • Boundary conditions 	Buyer-supplier	None	Dyadic	Multiple case study	Multiple industries	Brazil
69	Griffith <i>et al.</i> (2017) ^a						Relationship dimensional-based justice	<ul style="list-style-type: none"> • Outcomes • Boundary conditions 	Buyer-supplier	None	Supplier	Survey	Durable & nondurable goods	Japan
70	Jokela and Söderman (2017)	✓	✓	✓			Relationship dimensional-based justice	<ul style="list-style-type: none"> • Antecedents • Outcomes 	Buyer-supplier	None	Dyadic	Multiple case study	Metal and machinery industry	Finland
71	Kim <i>et al.</i> (2017)						Relationship overall justice	<ul style="list-style-type: none"> • Outcomes 	Buyer-supplier	Social capital theory	Supplier	Survey	Multiple industries	South Korea
72	Liu <i>et al.</i> (2017)	✓					Relationship dimensional-based justice	<ul style="list-style-type: none"> • Outcomes 	Manufacturer-distributor	Boundary spanning theory	Dyadic	Survey	Household appliances	China
73	Normann <i>et al.</i> (2017)	✓					Event dimensional-based justice	<ul style="list-style-type: none"> • Antecedents • Outcomes 	Buyer-supplier	Social exchange theory, equity theory	Supplier	Case study	Textile	Across countries
74	Schleper <i>et al.</i> (2017)						Relationship overall justice	<ul style="list-style-type: none"> • Antecedents 	Buyer-supplier	Theory of fair prices, ethical climate theory	N/A	Conceptual	N/A	N/A
75	Trada and Goyal (2017)	✓	✓	✓			Relationship dimensional-based justice	<ul style="list-style-type: none"> • Outcomes 	Supplier-distributor	Transaction cost economics	Dyadic	Survey	Pharmaceutical	India
76	Blessley <i>et al.</i> (2018)						Relationship overall justice	<ul style="list-style-type: none"> • Antecedents 	Buyer-supplier	Social exchange theory, attribution theory, affective event theory	Role played buyer	Experiment	NS	USA
77	Qiu (2018)	✓	✓				Relationship dimensional-based justice	<ul style="list-style-type: none"> • Outcomes 	Buyer-supplier	Resource dependence theory, social exchange theory	Supplier	Survey	Food	USA
78	Shaikh <i>et al.</i> (2018)	✓	✓		✓	✓	Relationship dimensional-based justice	<ul style="list-style-type: none"> • Antecedents • Outcomes • Boundary conditions 	Franchisor-franchisee	Social exchange theory	N/A	Conceptual	N/A	N/A
79	Soundararajana and Brammer (2018)		✓				Event dimensional-based justice	<ul style="list-style-type: none"> • Antecedents • Outcomes 	Intermediaries - suppliers	The theory of bounded self-interest	Supplier	Multiple case study	Garment	India
80	Srinivasan <i>et al.</i> (2018)	✓	✓	✓			Relationship dimensional-based justice	<ul style="list-style-type: none"> • Outcomes • Boundary conditions 	Buyer-supplier	Social exchange theory	Buyer	Survey	Multiple industries	NS
81	Wu and Chiub (2018)	✓	✓	✓			Relationship dimensional-based justice	<ul style="list-style-type: none"> • Outcomes 	Supply chain	Social capital theory	Focal company	Survey	Multiple industries	Taiwan
82	Carnovale <i>et al.</i> (2019)	✓	✓		✓	✓	Relationship dimensional-based justice	<ul style="list-style-type: none"> • Outcomes 	Buyer-supplier	Equity theory	Supplier	Survey	Automotive	NS
83	Chen and Chen (2019)						Relationship overall justice	<ul style="list-style-type: none"> • Antecedents • Outcomes 	Buyer-supplier	Prospect theory	Supplier	Survey	Multiple industries	China
84	Cheng <i>et al.</i> (2019)	✓	✓	✓			Event dimensional-based justice	<ul style="list-style-type: none"> • Outcomes • Boundary conditions 	Buyer-supplier	Signaling theory	Buyer	Survey	Multiple industries	China
85	Lee and Griffith (2019)	✓					Relationship dimensional-based justice	<ul style="list-style-type: none"> • Antecedents • Boundary conditions 	Retailer-Supplier	Social comparison theory	Supplier	Multi-method	Retail	Japan
86	Liu <i>et al.</i> (2019)		✓	✓			Relationship dimensional-based justice	<ul style="list-style-type: none"> • Outcomes • Boundary conditions 	Buyer-supplier	None	Dyadic	Survey	Tourism	Indonesia

87	Malagueño <i>et al.</i> (2019)						Relationship overall justice	<ul style="list-style-type: none"> • Antecedents • Outcomes 	Buyer-supplier	Social exchange theory	Supplier	Survey	Food and drink	UK
88	Matopoulos <i>et al.</i> (2019)						Relationship overall justice	<ul style="list-style-type: none"> • Outcomes • Boundary conditions 	Retailer–Supplier	None	Supplier	Survey	Grocery retail	Greece
89	Son <i>et al.</i> (2019)						Relationship overall justice	<ul style="list-style-type: none"> • Antecedents 	Buyer-supplier	Organisation al climate theory, social exchange theory	Buyer	Multi-method	Multiple industries	Korea
90	Ahmed <i>et al.</i> (2020)		✓				Relationship dimensional-based justice	<ul style="list-style-type: none"> • Outcomes 	Buyer-supplier	Resource orchestration theory, social exchange theory	Supplier	Survey	Multiple industries	US
91	Alghababsheh <i>et al.</i> (2020)	✓	✓	✓			Relationship dimensional-based justice	<ul style="list-style-type: none"> • Outcomes 	Buyer-supplier	None	N/A	Conceptual	N/A	N/A
92	Blount (2020)	✓	✓			✓	Relationship dimensional-based justice	<ul style="list-style-type: none"> • Outcomes 	Buyer-supplier	None	Supplier	Survey	Multiple industries	US
93	Lu <i>et al.</i> (2020)	✓	✓	✓			Relationship dimensional-based justice	<ul style="list-style-type: none"> • Outcomes • Boundary conditions 	Owner-contractor	None	Contractor	Survey	Construction	China
94	Nakandala <i>et al.</i> (2020)						Relationship overall justice	<ul style="list-style-type: none"> • Outcomes 	Supplier-retailer	Social exchange theory	Retailer	Multiple case study	Food	Australia
95	Pan <i>et al.</i> (2020)	✓					Relationship dimensional-based justice	<ul style="list-style-type: none"> • Outcomes 	Buyer-supplier	Value congruence theory, the approach-inhibition theory	Dyadic	Survey	Cellphone	China
96	Wei <i>et al.</i> (2020a)	✓	✓	✓			Relationship dimensional-based justice	<ul style="list-style-type: none"> • Outcomes 	Supply chain	Upper echelon theory	Partner	Survey	Multiple industries	China
97	Wei <i>et al.</i> (2020b)	✓	✓				Relationship dimensional-based justice	<ul style="list-style-type: none"> • Outcomes 	Supply chain	Uncertainty management theory, social exchange theory	Partner	Survey	Multiple industries	China
98	Zhou <i>et al.</i> (2020)	✓	✓				Relationship dimensional-based justice	<ul style="list-style-type: none"> • Outcomes 	Supply chain	Equity theory	Partner	Survey	Multiple industries	China

Note: * Study examined equity; NS = Not Specified; N/A = Not Applicable.

Appendix B - Summary of the results on the outcomes of inter-organisational justice in SCRs

Justice dimension Outcomes		Distributive justice	Procedural justice	Interactional justice	Inter-personal justice	Informational justice	Overall justice
Attitudinal outcomes	Trust	<ul style="list-style-type: none"> • (+) (Hemmert et al., 2016; Shaikh, 2016; Zaefarian et al., 2016; Wang et al., 2014) 	<ul style="list-style-type: none"> • (+) (Hemmert et al., 2016; Shaikh, 2016; Wang et al., 2014). • (0) (Zaefarian et al., 2016) 	<ul style="list-style-type: none"> • (+) (Zaefarian et al., 2016; Wang et al., 2014). 	<ul style="list-style-type: none"> • (+) (Shaikh, 2016) 	Not examined	Not examined
	Long-term orientation	<ul style="list-style-type: none"> • (+) (Griffith et al., 2006; Hofer et al., 2012; Shockley and Turner, 2016) 	<ul style="list-style-type: none"> • (+) (Griffith et al., 2006; Hofer et al., 2012; Shockley and Turner, 2016) 	Not examined	Not examined	Not examined	Not examined
	Satisfaction	<ul style="list-style-type: none"> • (+) (Patterson et al., 1996; Yilmaz et al., 2004; Yanamandram and White, 2010; Brown et al., 2006; Brock et al., 2013) 	<ul style="list-style-type: none"> • (+) (Yilmaz et al., 2004; Yanamandram and White, 2010; Brock et al., 2013) • (0) (Brown et al., 2006) 	<ul style="list-style-type: none"> • (+) (Yanamandram and White, 2010) • (0) (Brock et al., 2013) 	Not examined	Not examined	Not examined
	Relationship quality	<ul style="list-style-type: none"> • (+) (Kumar et al., 1995; Omar and Blankson, 2000) 	<ul style="list-style-type: none"> • (+) (Kumar et al., 1995; Omar and Blankson, 2000; Standaert et al., 2015; Muylle and Standaert, 2016) 	Not examined	Not examined	Not examined	<ul style="list-style-type: none"> • (+) (Gu and Wang, 2011)
	Commitment	<ul style="list-style-type: none"> • (+) (Kashyap and Sivadas, 2012; Liu et al., 2012; Zaefarian et al., 2016; Jokela and Söderman, 2017) 	<ul style="list-style-type: none"> • (+) (Kashyap and Sivadas, 2012; Liu et al., 2012; Jokela and Söderman, 2017) • (0) (Zaefarian et al., 2016) • (-) (Blount, 2020) 	<ul style="list-style-type: none"> • (+) (Kashyap and Sivadas, 2012; Zaefarian et al., 2016; Jokela and Söderman, 2017) 	<ul style="list-style-type: none"> • (+) (Liu et al., 2012) 	<ul style="list-style-type: none"> • (+) (Liu et al., 2012) 	Not examined

Behavioural outcomes	Relationship continuity	• (+) (Kaynak et al., 2015)	• (+) (Kaynak et al., 2015)	Not examined	Not examined	Not examined	• (+) (Wagner et al., 2011)
	Communication	• (0) (Huo et al., 2016)	• (0) (Huo et al., 2016)	• (+) (Huo et al., 2016)	Not examined	Not examined	Not examined
	Knowledge sharing	• (+) (Liu et al., 2012) • (0) (Huo et al., 2016; Zhou et al., 2020)	• (+) (Ling-yee, 2010; Liu et al., 2012) • (0) (Huo et al., 2016; Zhou et al., 2020)	• (+) (Huo et al., 2016)	• (+) (Liu et al., 2012)	• (+) (Liu et al., 2012)	Not examined
	Information sharing	• (+) (Wei et al., 2020a)	• (0) (Wei et al., 2020a)	• (0) (Wei et al., 2020a)	Not examined	Not examined	Not examined
	Investment	• (+) (Liu et al., 2012; Duffy et al., 2013; Huo et al., 2016)	• (+) (Liu et al., 2012; Huo et al., 2016) • (0) (Duffy et al., 2013)	• (0) (Huo et al., 2016)	• (+) (Liu et al., 2012) • (0) (Duffy et al., 2013)	• (+) (Liu et al., 2012) • (0) (Duffy et al., 2013)	Not examined
	Collaboration	• (+) (Wagner et al., 2014; Wu and Chiub, 2018)	• (+) (Wu and Chiub, 2018; Ling-yee, 2010)	• (0) (Wu and Chiub, 2018)	Not examined	Not examined	• (+) Gu and Wang (2011)
	Opportunism	• (-) (Luo et al., 2015; Liu et al., 2017) • (0) (Huo et al., 2016; Crosno et al., 2013)	• (-) (Luo et al., 2015; Huo et al., 2016) • (0) (Crosno et al., 2013)	• (-) (Luo et al., 2015; Crosno et al., 2013) • (0) (Huo et al., 2016)	Not examined	Not examined	Not examined
	Conflict	• (-) (Suh, 2005; Brown et al., 2006) • (0) (Srinivasan et al., 2018)	• (-) (Suh, 2005; Brown et al., 2006; Srinivasan et al., 2018)	• (-) (Srinivasan et al., 2018)	Not examined	Not examined	Not examined
Performance outcomes	Relationship performance	• (+) (Narasimhan et al., 2013; Poppo and Zhou, 2014; Carnovale et al., 2019) • (0) (Hoppner et al., 2014)	• (+) (Narasimhan et al., 2013; Poppo and Zhou, 2014; Hoppner et al., 2014; Carnovale et al., 2019)	• (+) (Narasimhan et al., 2013)	• (0) (Carnovale et al., 2019)	• (0) (Carnovale et al., 2019)	• (+) (Matopoulos et al., 2019)
	Sustainability performance	Not examined	Not examined	Not examined	Not examined	Not examined	• Chen and Chen (2019)
	Quality of offerings	Not examined	• (+) (Standaert et al., 2015; Muylle and Standaert, 2016)	Not examined	Not examined	Not examined	Not examined

Note: (+) = positive impact; (-) = negative impact; (0) = no impact

