

The Impact of Interactional Justice, Commitment Level, and Supply Chain Agility on Sustainable SCM Performance

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ABSTRACT

In the contemporary competitive environment, firms endeavor to augment their supply chain competitiveness. The modern supply chain has undergone substantial disruptions due to various factors, necessitating interdependence among companies for restructuring. This study identifies commitment levels and supply chain agility as pivotal elements in supply chain management. Specifically, it introduces interactional justice, a construct widely utilized in organizational behavior research, as an antecedent and investigates its impact on sustainable supply chain management (SCM) performance. The research employed a survey methodology targeting Korean enterprises involved in supply chain operations, yielding 320 valid responses for empirical analysis. Structural equation modeling results demonstrated that interactional justice significantly enhances commitment levels. Additionally, commitment levels were found to positively influence both supply chain agility and sustainable SCM performance. Finally, supply chain agility was shown to have a significant positive impact on sustainable SCM performance. These findings suggest that in today's uncertain business environment, fostering continuous relationships and enhancing performance among supply chain partners necessitates fairness, high commitment levels, and agile capabilities.

Keywords: *commitment level, interactional justice, supply chain agility, sustainable scm performance*

1. INTRODUCTION

The contemporary corporate milieu can be construed as one of supply chain competition, with firms endeavoring to construct resilient supply chains. This stems from the increasing difficulty for individual enterprises to swiftly address consumer demands autonomously. Particularly within the manufacturing sector, the imperatives of supply chain management (SCM) have been accentuated by disruptions caused by phenomena such as the COVID-19 pandemic and geopolitical conflicts. Thus, as evidenced by these occurrences, it is imperative for firms to comprehend

SCM accurately and to expeditiously reorganize disrupted supply chains (Adnani *et al.*, 2023).

A supply chain is defined as an interconnected network of multiple enterprises that collaborate to produce and deliver products or services to end customers (Mentzer *et al.*, 2001). However, during the establishment of supply chains and the engagement in transactions or relationships, ethical dilemmas often emerge. In this context, ethics pertains to the principles and values that guide individuals, collectives, religious entities, and societies in appraising right and wrong, thereby promoting appropriate conduct (Drucker, 1981). Nevertheless, numerous enterprises engage in unethical behaviors driven by self-interest and avarice, leading to issues such as transaction cessation, mutual distrust, and information leaks. In the modern corporate governance environment, unethical conduct has surfaced as a critical issue, often arising from factors like social status, regulatory frameworks, competition, and external pressures. Enterprises may exploit their social status for profit or engage in unethical actions due to regulatory inadequacies. Although governmental bodies propose various measures to prevent and address unethical corporate behaviors, achieving this is no facile task. Striking a balance between profit maximization and social responsibility presents a complex challenge, necessitating the cooperation and efforts of all stakeholders, including governments, businesses, academia, and civil society. What, then, is requisite for eradicating unethical conduct? Numerous studies highlight fairness as a pivotal factor (Victor *et al.*, 1993; Kaynak *et al.*, 2015). Fairness pertains to the perception of the equity of reward distribution relative to others rather than merely the fairness of one's own rewards. Enhancing fairness is observed to mitigate unethical behavior, a phenomenon extensively studied in psychology and organizational behavior (Trevino and Weaver, 2001; Hailes *et al.*, 2021). This notion of fairness is also rigorously explored within the domain of supply chain management. Specifically, Bag *et al.* (2018) contended that unethical practices in buyer-supplier relationships undermine the sustenance of such relationships, and Lee *et al.* (2020) underscored the necessity of ethics and fairness to bolster inter-firm collaboration in supply chain management. Consequently, fairness is indispensable for the sustained relationships and seamless cooperation among firms within a supply chain.

Extensive prior research posits that commitment is essential for enhancing agile behaviors and performance (Ajmal *et al.*, 2020; Balfour and Wechsler, 1991). Commitment can be delineated as the inclination to sustain a relationship predicated on trust between buyers and suppliers (Lee and Kim, 2023). In essence, commitment is paramount for establishing a successful supply chain and plays a critical role in fostering long-term relationships within a globalized corporate management environment. Specifically, Wu *et al.* (2012) asserted that low levels of mutual commitment engender weak relational cohesion, potentially leading to unethical behaviors and adversely impacting the end customer. Conversely, high levels of commitment facilitate rapid responses to unpredictable demand or supply fluctuations, thereby fostering long-term transactional relationships. In summation, augmenting the level of commitment among firms within a supply chain confers various advantages, thereby underscoring its importance in the realm of supply chain management.

This study posits interactional justice as a means to eradicate frequent unethical behaviors within supply chains and to maintain continuous relationships. Additionally, by examining the level of commitment and supply chain agility to enhance sustainable SCM performance, this study seeks to provide various implications within the current management environment. The objectives of this study are as follows:

1. Reaffirm the importance of interactional justice in the field of supply chain management.
2. Elucidate the impact of commitment levels on supply chain agility and sustainable SCM performance.
3. Validate the necessity of commitment levels in uncertain management environments.

2. THEORETICAL BACKGROUND

In the contemporary business environment, it is paramount to establish efficient and sustainable relationships among enterprises. This study delves into the constructions of interactional justice, commitment level, supply chain agility, and sustainable SCM performance based on this premise. Specifically, through a review of existing literature, relevant claims related to these concepts are consolidated, and applicable measurement methods are examined.

2.1 Interactional Justice

Bies and Moag (1986) reinterpreted the theory of justice by emphasizing the importance of interpersonal treatment during decision-making processes and introduced the concept of interactional justice as a complementary notion. Interactional justice differs from procedural and distributive justice in that the subject of fairness is external; procedural and distributive justice occur within the organization, whereas interactional justice is perceived by external transaction partners (Colquitt *et al.*, 2001). Judge and Colquitt (2004) asserted that interactional justice is instrumental in reducing perceived dissatisfaction or stress among partners, while Aquino *et al.* (2006) highlighted its paramount importance in the business environment.

Interactional justice plays a significant role in relationships within the supply chain. Lee and Ha (2020) empirically demonstrated the necessity of interactional

justice for smooth cooperation and sustainable performance in buyer-seller relationships within supply chains. Huo *et al.* (2016) argued that interactional justice substantially enhances relationships among firms within the supply chain. Ensuring interactional justice with transactional partners facilitates the construction of a more robust supply chain. Interactional justice can be bifurcated into interpersonal justice and informational justice (Colquitt *et al.*, 2001; Judge and Colquitt, 2004). Interpersonal justice reflects the degree of respect and appropriateness in treatment of individuals, while informational justice pertains to the degree of candid communication (Colquitt *et al.*, 2023).

2.2 Commitment Level

Commitment is an essential element for establishing long-term and sustainable relationships (Morgan and Hunt, 1994). Shahriari *et al.* (2023) defined commitment as the willingness to identify with and sacrifice for the partner. Lee and Kim (2023) underscored the importance of commitment in maintaining enduring relationships with transaction partners in a dynamic business environment.

Within the supply chain, commitment is crucial for sustained cooperative relationships. Luzzini *et al.* (2015) posited that commitment is necessary for continuous collaboration within the supply chain. Nammir *et al.* (2012) argued that commitment is essential for strengthening relationships with transaction partners. Casimir *et al.* (2012) emphasized that commitment reduces opportunistic behavior by transaction partners, ultimately reducing costs associated with establishing new relationships. Lower levels of commitment are correlated with weaker relational cohesion, while higher levels increase the likelihood of maintaining ongoing relationships (Wu *et al.*, 2012). Several studies have empirically analyzed the positive impact of commitment on corporate performance. Specifically, Johnston *et al.* (2004) demonstrated that commitment enhances corporate efficiency and productivity, while Su and Zhang (2008) established that commitment is a prerequisite for improving supply chain performance. Therefore, firms within the supply chain must always recognize the importance and necessity of commitment.

2.3 Supply Chain Agility

Agility refers to a firm's ability to detect environmental changes and respond effectively, which Braunscheidel and Suresh (2009) defined as the capability to respond to unforeseen activities. Agility has been consistently studied within the social sciences since the 1950s, with significant in-depth research conducted in the 1990s. During this period, agility was primarily viewed as a system enabling flexible manufacturing of various products in small quantities. In today's uncertain and volatile market environment, agility is an essential capability for corporate survival (Agarwal *et al.*, 2007; Um, 2007). Agility allows firms to operate smoothly by ensuring visibility in demand forecasting and swift, flexible actions (Aitken *et al.*, 2002). Tsurveloudis and Valavanis (2002) reaffirmed the necessity of agility for generating profits in a global business environment.

Supply chain agility focuses on the overall supply chain's ability to adapt to continuously changing environments (Gligor *et al.*, 2015). It is a critical factor for maintaining relationships with transaction partners in uncertain business environments and for creating sustainable

value (Al-Zabidi *et al.*, 2021). Gligor (2019) demonstrated the importance of rapid operational capability within supply chains, while Christopher and Peck (2004) underscored the significance of quickly responding to unpredictable demand or supply changes in supply chain management. In summary, firms need to construct effective and robust supply chains in a rapidly changing business environment. Within such environments, supply chain agility is vital for maintaining collaborative and enduring relationships with transaction partners.

2.4 Sustainable SCM Performance

The concept of sustainability, first introduced in 1972's "The Limits to Growth," has evolved into the notion of sustainable development. Building on this, Elkington (1998) proposed the triple bottom line of sustainable management, and Carter and Rogers (2008) further developed the concept of sustainable SCM. Recently, as the importance of inter-firm collaboration has increased, the significance of sustainability has also grown, leading to extensive research on this within supply chain management.

Seuring and Muller (2008) defined sustainable SCM as the effort to reduce social and environmental issues while enhancing corporate capabilities through inter-firm supply chain activities. Hassini *et al.* (2012) described it as managing operations, support, information, and resources across the supply chain to maximize overall benefits and minimize environmental issues. Yu *et al.* (2023) contended that sustainable SCM involves integrating social and environmental perspectives into traditional supply chain management activities to build a robust and capable supply chain.

Therefore, sustainable SCM performance can be seen as maximizing the economic performance of the entire supply chain while minimizing social and environmental issues. This study focuses solely on economic performance, as Utami *et al.* (2019) argued that the ultimate goal within the supply chain is to reduce unnecessary waste and enhance economic performance. Hami *et al.* (2015) empirically demonstrated that improvements in corporate economic performance naturally lead to increased environmental and social performance. Hence, this study emphasizes the economic aspect of sustainable SCM performance. In line with these prior findings, the present study also adopts an economic-centric view of sustainable SCM performance, measuring outcomes that reflect financial and operational viability across supply chain relationships.

3. HYPOTHESIS ESTABLISHMENT & RESEARCH MODEL

3.1 Interactional Justice & Commitment Level

Interactional justice focuses on fair treatment in interpersonal interactions, specifically emphasizing the provision of accurate and valid information in decision-making processes and showing respect and courtesy to counterparts (Colquitt *et al.*, 2023). In the realm of supply chain management, interactional justice is crucial for enhancing commitment and performance. Ziaullah *et al.* (2015) argued that interactional justice can improve commitment and performance within supply chain relationships. Kim and Chai (2019) posited that commitment

in supply chain relationships leads to greater fairness, thereby increasing the intention to integrate supply chains. Similarly, Hornibrook *et al.* (2009) asserted that fairness is essential for improving outcomes and performance in buyer-supplier relationships, which are inherently cooperative and long-term. These previous studies suggest that interactional justice is closely related to cooperation, commitment, and integration within supply chains. Hence, this study proposes the following hypothesis:

Hypothesis 1: Interactional justice has a significant positive impact on the level of commitment.

3.2 Commitment Level & Supply Chain Agility

Commitment is a prerequisite for building efficient supply chains and maintaining sustainable relationships. Commitment enhances efficiency and productivity, enabling firms to respond swiftly and flexibly to uncertain business environments (Mukhsin and Suryanto, 2021). Kwon and Suh (2004) emphasized the necessity of commitment for forming successful transactional relationships, highlighting its importance for sustaining long-term cooperative relationships between buyers and suppliers. Sangari *et al.* (2015) argued that supply chain agility, a critical factor for competitiveness in today's dynamic and volatile business environment, is achievable only through high levels of partner commitment. Narayanan *et al.* (2015) demonstrated that trust, cooperation, and commitment positively influence supply chain agility in buyer-supplier relationships. Dupret and Pultz (2022) empirically analyzed that agile corporate cultures enhance job commitment by granting autonomy and decision-making freedom to employees. Similarly, Haq *et al.* (2020) found that flexibility is crucial for integrating supply chains in Pakistani SMEs, emphasizing the importance of relational elements such as integration, cooperation, and commitment. Therefore, this study proposes the following hypothesis:

Hypothesis 2: The level of commitment has a significant positive impact on supply chain agility.

3.3 Commitment Level & Sustainable SCM Performance

Commitment is defined as a collective intention to enhance the needs of the counterpart, ensuring the organization's continuity (Welty and Becerra-Fernandez, 2001). High levels of commitment improve the quality of relationships and lead to long-term transactional relationships (Brown *et al.*, 1995). Ha and Lee (2022) argued that higher levels of social exchange relationships increase trust and commitment, ultimately leading to sustainable performance. Syed *et al.* (2020) emphasized that in a global market characterized by intense competition, shortened product life cycles, and volatile customer demands, investment in supply chains and mutual commitment are crucial for environmental and economic performance. Stuart and Wallis (2007) listed reasons for commitment between trading partners, such as cost reduction, value addition, revenue generation, technology improvement, and sales enhancement, which lead to continuous cooperative relationships and improved performance. Numerous studies have examined the relationship between commitment levels and sustainable SCM performance, with Kim and Kim (2020) empirically analyzing the positive impact of commitment on sustainable performance in relationships

between pharmaceutical companies and medical institutions. Therefore, this study proposes the following hypothesis:

Hypothesis 3: The level of commitment has a significant positive impact on sustainable SCM performance.

3.4 Supply Chain Agility and Sustainable SCM Performance

Supply chain agility is essential for firms that need to reorganize disrupted supply chains and enhance competitiveness and performance. Christopher and Peck (2004) defined agility as the capability to respond rapidly to diverse demands and requirements of counterparts, ensuring continuous performance improvement in a global market environment. Cao (2010) found that firms with long-term cooperative relationships with trading partners can improve overall supply chain efficiency and performance. Numerous studies have investigated the relationship between supply

chain agility and sustainable SCM performance. Bai *et al.* (2020) emphasized that flexibility, a sub-dimension of supply chain agility, enables appropriate responses to uncertain situations, thereby enhancing economic performance. Similarly, Tian *et al.* (2024) empirically demonstrated that contract flexibility positively impacts the sustainability performance of high-risk and uncertain projects. In today's complex business environment, maintaining long-term relationships with trading partners while improving performance is crucial. Therefore, based on these studies, this study proposes the following hypothesis:

Hypothesis 4: Supply chain agility has a significant positive impact on sustainable SCM performance.

Based on the aforementioned discussion, the research model is illustrated in Figure 1.

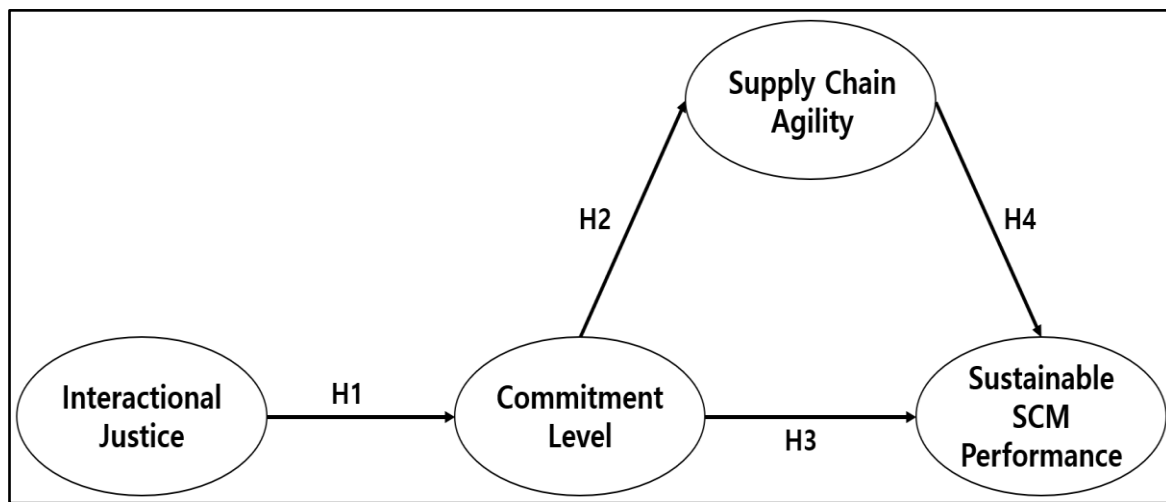


Figure 1 Research Model

4. RESEARCH METHOD

4.1 Data Collection and Sample Characteristics

This study empirically analyzed the impact of interactional justice on commitment levels, agility, and sustainable SCM performance within supply chain relationships. Prior to distributing the survey, the validity of the research content was ensured by obtaining feedback on the survey items from professionals working in SCM-related departments. The finalized survey items were all constructed on a 7-point Likert scale. In April 2024, the survey was conducted among individuals engaged in SCM-related work in South Korea through a survey agency, 'Entrust Survey'. A total of 1,200 questionnaires were distributed, and 320 valid responses were used for statistical analysis after excluding incomplete and insincere responses. Table 1 below shows the characteristics of the sample used in this study.

This study utilized structural equation modeling to verify the hypotheses, allowing the simultaneous examination of relationships among variables based on the established hypotheses. This methodology is advantageous for identifying complex inter-variable relationships.

Accordingly, this study employed SPSS 23.0 and AMOS 23.0 for hypothesis testing.

4.2 Measurement of Variables

This study measured interactional justice, commitment level, supply chain agility, and sustainable SCM performance as four latent variables. Table 2 below illustrates the operational definitions and references for the measurement items used in this study.

4.3 Reliability and Validity Tests

In the social sciences, the reliability of measurement variables is typically assessed using Cronbach's alpha, with a value of 0.7 or higher indicating acceptable reliability (Hair *et al.*, 2010). The measurement variables used in this study also exhibited high reliability, warranting an examination of construct validity, including convergent and discriminant validity. Convergent validity was verified using composite reliability (CR) and average variance extracted (AVE), both of which exceeded the recommended thresholds of 0.7 and 0.5, respectively (Hair *et al.*, 2010). Table 3 below presents the results of the confirmatory factor analysis.

Table 1 Sample Characteristics

Tenure in SCM departments		
1-5 years	154	48.1%
6-10 years	95	29.7%
Over 11 years	71	22.2%
Core industry		
Semiconductors	97	30.3%
Automobiles	61	19.1%
General machinery	106	33.1%
Others	56	17.5%
Total assets as of Q3 2023		
Less than 500 billion won	99	30.9%
500 billion won or more – Less than 10 trillion won	133	41.6%
10 trillion won or more	88	27.5%
Average number of employees as of 2023		
Less than 5000	104	32.5%
Less than 10000	116	36.3%
Less than 20000	100	31.2%
Number of countries included		
1-5 countries	135	42.2%
6-10 countries	109	34.1%
11 countries or more	76	23.7%

Table 2 Measurement of Variables

Latent variables	Operational definition	References
Interactional justice	Degree of courteous behavior by key partners in the supply chain	Colquitt <i>et al.</i> (2023); Purnama <i>et al.</i> (2020)
	Degree of respect shown by key partners in the supply chain	
	Degree of honest communication by key partners in the supply chain	
	Degree of appropriate explanations provided by key partners	
Commitment Level	Degree of dedication to maintaining relationships with key partners	Lee and Ha(2023); Lee and Kim(2023)
	Desire for the relationship with key partners to last long	
	Degree of strong attachment to key partners	
	Sense of belonging in the relationship with key partners	
Supply chain agility	Degree of rapid delivery of products/services by supply chain partners	Fayezi <i>et al.</i> (2017); Swafford <i>et al.</i> (2008)
	Degree of responsiveness to supply chain partner requirements	
	Adequate response to technological and market changes	
	Flexibility in production volume, delivery dates, and order quantities	
Sustainable SCM performance	Level of sales increase	Carter and Easton(2011); Narimissa <i>et al.</i> (2020)
	Continuous relationship maintenance	
	Improvement in financial performance	
	Level of productivity enhancement	

Table 3 Confirmatory Factor Analysis Results

Latent variables	AVE	C.R.	Cronbach's alpha
Interactional justice	0.802	0.825	0.714
Commitment Level	0.505	0.832	0.886
Supply chain agility	0.607	0.786	0.802
Sustainable SCM performance	0.731	0.819	0.901

Table 4 Measurement Model Fit

Fit index	X ² /DF	RMR	GFI	CFI	TLI	RMSEA
Research model	1.805	0.035	0.922	0.971	0.952	0.060

Table 5 Results of Analysing Discriminant Validity

	Interactional justice	Commitment Level	Supply chain agility	Sustainable SCM performance
Interactional justice	0.802			
Commitment Level	0.631	0.505		
Supply chain agility	0.412	0.217	0.607	
Sustainable SCM performance	0.306	0.109	0.476	0.731

The squared value of the correlation coefficient excluding the diagonal line

Table 6 Structural Model Fit

Fit index	X ² /DF	RMR	GFI	CFI	TLI	RMSEA
Research model	1.662	0.046	0.886	0.946	0.911	0.052

Table 7 Hypothesis Testing Results

Path	Non-Standardized coefficient	Standardized coefficient	S.E.	C.R.	p	Adoption/ Rejection
H1	0.412	0.475	0.106	7.425***	0.001	Adoption
H2	0.360	0.341	0.122	5.481***	0.000	Adoption
H3	0.211	0.312	0.095	4.228***	0.000	Adoption
H4	0.284	0.316	0.289	4.673**	0.007	Adoption

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

The goodness-of-fit indices for the measurement model are presented in Table 4 below. These indices generally satisfied the recommended thresholds proposed by Hair *et al.* (2010), indicating that the research model was acceptable. Subsequently, discriminant validity was assessed, demonstrating that the constructs were distinct from each other. The squared correlations between factors were lower than the AVE values, confirming discriminant validity. Table 5 below shows the results of the discriminant validity analysis.

4.4 Empirical Analysis

This study employed maximum likelihood estimation to examine the causal and correlational relationships among interactional justice, commitment level, supply chain agility, and sustainable SCM performance. The goodness-of-fit indices of the research model generally met the recommended thresholds proposed by Hair *et al.* (2010), confirming the acceptability of the model. The hypotheses were tested, and all were supported. Table 6 presents the goodness-of-fit indices for the structural model, and Table 7 shows the results of hypothesis testing.

5. DISCUSSION

5.1 Study Results

In today's corporate environment, the emphasis on constructing resilient supply chains has been heightened, driven not only by the need for consumer satisfaction but also by growing ethical concerns. However, there is a dearth of integrated studies exploring the continuum from fairness, through commitment and agility, to performance within supply chains. This study empirically analyzed the

relationship between interactional justice, commitment level, supply chain agility, and sustainable SCM performance to address this gap. The key findings are as follows:

First, interactional justice positively influences commitment levels. This aligns with numerous prior studies (Kim and Chai, 2019; Hornibrook *et al.*, 2009). To maintain ongoing relationships within supply chains, it is essential to treat partners courteously, respect them, and communicate honestly. Therefore, supply chain firms must ensure interactional justice to strengthen belongingness and maintain constructive relationships. This finding reinforces the role of justice as a relational governance mechanism in supply chains, validating that fairness perceptions significantly shape the willingness of firms to commit to long-term partnerships. It highlights that justice-oriented interactions serve as a social foundation for cooperative behavior in inter-organizational contexts.

Secondly, commitment levels positively impact supply chain agility. Higher commitment levels within supply chain firms lead to more agile behavior, which is consistent with previous findings (Mukhsin and Suryanto, 2021; Dupret and Pultz, 2022). Firms striving to sustain ongoing transactions must respond swiftly to partner requirements and adapt flexibly to rapidly changing customer demands, highlighting the critical role of mutual commitment in enhancing supply chain agility. This result underscores that agility is not merely a structural or operational feature but is also influenced by relational enablers such as commitment. It supports the argument that mutual dedication enhances collaborative responsiveness, thereby allowing firms to sense and seize changes more effectively within the supply network.

Thirdly, commitment levels positively impact sustainable SCM performance. Numerous studies have highlighted commitment as crucial for maintaining long-term and continuous relationships (Brown *et al.*, 1995; Welty and Becerra-Fernandez, 2001). High levels of social exchange relationships increase commitment, leading to sustainable performance (Ha and Lee, 2022). Therefore, strengthening relationships with supply chain partners enhances sustainable SCM performance by improving sales, financial performance, and productivity. This finding adds to the literature by demonstrating that commitment is not only a prerequisite for relationship continuity but also a performance-enhancing driver. In the context of sustainable supply chains, strong inter-firm commitment appears to facilitate coordinated planning, risk sharing, and joint value creation.

Lastly, supply chain agility significantly impacts sustainable SCM performance. In today's complex and unpredictable business environment, supply chain agility is essential for reconfiguring disrupted supply chains, reducing costs, increasing sales, and ensuring continuous performance improvement (Christopher and Peck, 2004). Firms with agile capabilities can respond flexibly to partner demands and maintain long-term relationships, thereby achieving competitive advantages and sustainable SCM performance. This result supports the view that agility plays a central role in enabling sustainable outcomes under volatile conditions. It is in line with the dynamic capabilities' perspective, suggesting that firms that are able to adapt quickly to change are more likely to build resilient and performance-driven supply chains.

5.2 Theoretical and Practical Implications

The study offers several theoretical implications. First, this study delves into interactional justice among the three types of fairness proposed by Colquitt (2001) - distributive justice, procedural justice, and interactional justice. Supply chains are complex networks where frequent direct interactions occur among firms. Fair treatment and respect during these interactions enhance trust, cooperation, and mutual commitment. Hence, the importance of interactional justice in promoting commitment levels among supply chain firms is academically significant.

Secondly, successful supply chain management necessitates maximizing mutual commitment levels, a fact established by numerous prior studies (Brown *et al.*, 1995; Stuart and Wallis, 2007; Ha and Lee, 2022). Commitment levels are critical for fostering trust, cooperation, and sustained relationships, ultimately improving performance. However, issues such as information leakage, abuse, unfair trading conditions, and lack of mutual benefits may deter some firms from committing, adversely affecting the entire supply chain (Lee and Kim, 2023). This study underscores the importance of commitment in supply chain relationships.

Thirdly, supply chain disruptions arise from various external and internal factors (COVID-19, global trade wars, natural disasters). Agility is crucial for reconfiguring disrupted supply chains, requiring mutual commitment and interactional justice. Therefore, recognizing the necessity of agility, fairness, and mutual commitment is imperative for firms striving to reconfigure disrupted supply chains.

Lastly, by examining the causal relationships among interactional justice, commitment level, supply chain agility, and sustainable SCM performance, this study provides insights for supply chain practitioners. Sustained relationships within supply chains offer numerous advantages, such as reduced transaction costs, improved inventory management, increased productivity, and higher sales. Hence, to enhance sustainable SCM performance, firms must ensure fairness, build agile capabilities, and foster mutual commitment.

5.3 Limitations and Future Recommendations

Despite offering several insights, this study has limitations. First, it only explored interactional justice among the multidimensional constructs of fairness. Interactional justice can be further divided into informational justice and interpersonal justice (Colquitt, 2001). Future research could delve deeper into these subdivisions to gain a comprehensive understanding of fairness within supply chains.

Secondly, this study focused solely on the economic dimension of sustainable SCM performance. Although sustainability generally includes environmental, social, and economic aspects, our measurement was limited to indicators such as revenue growth, financial performance, productivity improvement, and continuity of relationships. This narrow scope does not fully capture the broader goals of sustainability. Future research should incorporate environmental (e.g., emissions, resource use) and social (e.g., labor practices, stakeholder well-being) indicators to provide a more comprehensive view of sustainable SCM performance.

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