

## The Effects of Social Power, Procedural, and Distributive Justices on Relational Commitment of Korean Manufacturers

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**Abstract:** Firms have enjoyed relational competitive advantage by successfully integrating resources and capabilities of supply chain partners across organizational boundaries. The social exchange theory delineates that supply chain integration requires each party's long-term, normative relationship commitment to each other. Then, what would motivate a supplier firm to develop such positive attitude toward a buyer firm? This study is focused upon social processes embedded in economic exchanges between buyers and suppliers. Underpinned in the theory of social power and organizational justice, this study postulates a buyer's non-mediated power bases (such as expert,

referent, and legitimate powers) will lead to a supplier firm's normative commitment, whereas reliance on rewards and coercive powers will only result in short-term, instrumental commitment from the supplier. Procedural and distributive justice is expected to increase suppliers' normative commitment, and to have a contingency effect on the influence of social power. Data will be collected in Korean manufacturing industries, and proposed hypotheses will be tested through hierarchical regressions.

**Keywords:** Social Power, Organizational Justice, Korean Manufacturing Industries