ABSTRACT

To motivate individuals to commit to rules and policies made by authorities, authorities have been advised to highlight the beneficial personal outcomes of these rules and policies for the individuals, or ensure procedural justice when formulating them, or do both. Research on justice in the last few decades has lent consistent support to this idea. Individuals, however, may not only consider the outcome favorability of authority decisions for themselves but also for the collective. We therefore go beyond the self-interest perspective assumed in prior studies and advance knowledge by theorizing that procedural justice plays a critical role in driving individuals to commit to rules for collective interests, even at the expense of personal interests. Results from three independent samples in different rule and cultural contexts have progressively supported our proposed model, which predicts that (1) collective outcome favorability affects commitment to rules beyond that of personal outcome favorability, (2) procedural justice strengthens its association with rule commitment, a pattern in contrast to the well-known compensatory process-outcome interaction (Brockner & Wiesenfeld, 1996), and (3) the enhancing interactive effect of collective outcome favorability and procedural justice on rule commitment is more salient when personal outcome favorability is lower rather than higher.