Organizational justice relates to the perceived fairness of employees or members in an organization. The concept of organizational justice is especially relevant in the sport setting considering the increasing interest in fairness between women's and men's sports based on Title IX legislation. Since Hums and Chelladurai (1994a) introduced the concept to sport management in 1994, the intercollegiate athletics setting has been most frequently studied by sport management researchers (Andrew, Kim, Mahony, & Hums, 2009; Jordan, Turner, Fink, & Pastore, 2007; Hums & Chelladurai, 1994b; Kim, Andrew, Mahony, & Hums, 2008; Mahony, Hums, & Riemer, 2002, 2005; Mahony, Riemer, Breeding, & Hums, 2006; Mahony & Pastore, 1998; Patrick, Mahony, & Petrosko, 2008).

This line of the research has mainly focused on the perceptions of fairness of stakeholders based on distributive justice, or the perceived fairness of outcomes such as pay selection or promotion decisions (Cohen-Charash & Spector, 2001). Among those studies, only Jordan et al. (2007) and Andrew et al. (2009) examined the outcomes of fairness perceptions in the context of intercollegiate athletics. There is a strong need for additional work pertaining to the consequences of organizational justice in this context, particularly studies that incorporate other dimensions of organizational justice such as procedural justice (PJ), the perceived fairness of the process or procedure to allocate outcomes to members in an organization (Lind & Tyler, 1988) and interactional justice (IJ), the perceived fairness of interpersonal treatment during the communication of the decision (Bies & Moag, 1986). The primary purpose of this study was to examine impacts of organizational justice on coaches' attitudinal outcomes (job satisfaction, affective organizational commitment toward organization and supervisor) through mediating effects of social exchange relationships (perceived organizational support and leader-member exchange) via a multifoci perspective.

The conceptual framework of this study was based on the multifoci model of organizational justice (Lavelle, Rupp, & Brocker, 2007), and it featured organizational justice, perceived organizational support (POS), leader-member exchange (LMX), job satisfaction, and commitments toward athletic department and director. It suggests that the outcomes of organizational justice should be considered via the organizational entity typically responsible for altering these individual justice perceptions. For example, since IJ is typically altered by a supervisor's ability to convey information to his/her employees, outcomes of IJ are more likely to be related to the supervisor than the organization itself. Based on the findings of previous research, the following hypotheses were proposed.

H1a: PJ will have a stronger impact on the level of POS than DJ and IJ.
H1b: IJ will have a stronger impact on the level of LMX than DJ and PJ.
H2a: POS will mediate the relationship between PJ and job satisfaction.
H2b: POS will mediate the relationship between PJ and affective organizational commitment.
H3a: LMX will mediate the relationship between IJ and job satisfaction.
H3b: LMX will mediate the relationship between IJ and affective supervisory commitment.

A stratified random sample of 1,200 head and assistant coaches at NCAA Divisions I, II, and III institutions was asked to complete a secure, anonymous online survey, and 260 coaches ultimately participated in the study. The majority of the participants were from Division III institutions (n = 113; 43.5%), female participant sports (n = 153; 58.8%), and low-profile sports (n = 166; 63.8%).

The questionnaire for this study consisted of 47 items, including demographics and the following five constructs: (a) organizational justice, (b) LMX, (c) POS, (d) job satisfaction, and (e) commitment toward organization and
supervisor. The results of a CFA for the final model indicated acceptable model fit \( \chi^2/df = (1582.374/680) = 2.327 \); RMSEA = .072; CFI = .914, and the results of Cronbach alphas confirmed internal consistencies of constructs since all values coefficients exceeded the recommended benchmark of .70 (Nunnally & Bernstein, 1994). In the process of the revision of the original model, the researchers combined PJ and IJ due to lack of discriminant validity between the two dimensions (r = .929); the combined variable was termed PJ, and it included aspects of IJ as well. Such a practice is supported by numerous studies that have failed to support the distinctiveness of PJ and IJ in the past (see Greenberg & Colquitt, 2005, for a review).

The fit indices for the structural model \( \chi^2/df = (1630.089/684) = 2.383 \); RMSEA = .073; CFI = .910] were all acceptable. The path coefficients between PJ and POS (\( \beta = .304, p < .01 \)) and between PJ and LMX (\( \beta = .750, p < .01 \)) were significant, but the path coefficients between DJ and POS (\( \beta = .009, p = .861 \)) and LMX (\( \beta = -.015, p = .808 \)) were not significant. The results of the tests of mediating effects using Baron and Kenny's (1986) method indicated full mediating effects of POS between PJ and job satisfaction, but the results indicated no mediating effects of LMX between PJ and job satisfaction. In addition, the results indicated full mediating effects of POS between PJ and affective commitment toward athletic department as well as full mediating effects of LMX between PJ and affective commitment toward athletic director. Therefore, all hypotheses were supported with the exception of H3a.

Practical applications as well as future research directions will be discussed based on the findings in order to advise athletic department personnel concerning ways to enhance job satisfaction and employee commitment via organizational justice.