

Supplemental Appendix A

Dependent Variables

Trust in colleagues ($\alpha = .79$)

The next several questions refer to teachers in your school. (1 = strongly disagree, 5 = strongly agree)

1. Teachers in this school trust each other.
2. It's OK in this school to discuss feelings, worries, and frustrations with other teachers.

Respect for colleagues ($\alpha = .83$)

The next several questions refer to teachers in your school. (1 = strongly disagree, 5 = strongly agree)

1. Teachers respect other teachers who take the lead in teacher-teacher interactions on a daily basis.
2. Teachers at this school respect those colleagues who are expert at their craft.
3. I feel respected by other teachers.

Independent Variables

Contextual Organizational Justice

Distributive Justice (Principal) ($\alpha = .96$)

Fairness in the following questions means the extent to which a person's contributions to the school are related to the rewards received. Money, recognition, and physical facilities are examples of rewards. To what extent are you fairly rewarded... (1= not fairly, 5 = very fairly)

1. ...considering the responsibilities you have?
2. ...taking into account the amount of education and training that you have had?
3. ...in view of the amount of experience you have?
4. ...for the amount of effort that you have put forth?
5. ...for work that you have done well?
6. ...for the stresses and strains of your job?

Procedural Justice (Principal) ($\alpha = .94$)

The following section concerns your head principal. With regard to your PERFORMANCE, to what extent has your principal done each of the following? (1= not at all, 5 = very much)

1. Used consistent standards in evaluating your performance.
2. Gave you feedback that helped you learn how well you were doing.
3. Took into account factors beyond your control.

4. Allowed you to respond before an evaluation was made.
5. Made clear what was expected of you.
6. Obtained accurate information about your performance.
7. Observed your performance frequently.

Interpersonal Justice (Principal) ($\alpha = .95$)

The following items refer to the head principal. (1 = strongly disagree, 5 = strongly agree)

1. Your principal considers your viewpoint.
2. Your principal treats you without bias.
3. Your principal treats you with kindness and consideration.
4. Your principal shows concern for your rights as an employee.
5. Your principal takes steps to deal with you in a truthful manner.

Teacher Dynamics

Collective Responsibility ($\alpha = .83$)

How many teachers in this school do you think... (1 = none, 5 = nearly all)

1. ...really care about each other?
2. ...feel responsible when students in this school fail?
3. ...help maintain discipline in the entire school, not just their classroom?

Work Communication ($\alpha = .83$)

As a teacher at this school, about how often have you... (1= Less than once a month, 4 = almost daily)

1. ...had conversations with colleagues about what helps students learn best?
2. ...talked about instruction in the teachers' lounge?
3. ...talked about instruction at faculty, department, or other teacher meetings?
4. ...talked about instruction with other teachers in this building before or after school?
5. ...designed instructional programs together with other teachers here?

Peer Interpersonal Justice ($\alpha = .91$)

The following items refer to other teacher who you work with. (1 = strongly disagree, 5 = strongly agree)

1. Other teachers consider your viewpoint.
2. Other teachers treat you without bias.
3. Other teachers treat you with kindness and consideration.
4. Other teachers show concern for your rights as an employee.
5. Other teachers take steps to deal with you in a truthful manner.