

## Supplemental Appendix B

### Best fitting structural equation model results of organizational justice and coworker dynamics on trust and respect (standardized coefficients reported, clustered by school)

	Pattern Coefficients	
	Standardized coefficient	95% Confidence Interval
<b>Direct Effects</b>		
<u>Peer Interpersonal Justice</u>		
Distributive Justice Principal	0.123	-0.032, 0.277
Interpersonal Justice Principal	0.228	-0.105, 0.561
Procedural Justice Principal	-0.043	-0.352, 0.265
<u>Work Communication</u>		
Distributive Justice Principal	0.146	-0.082, 0.374
Interpersonal Justice Principal	-0.145	-0.417, 0.127
Procedural Justice Principal	0.291**	0.125, 0.458
<u>Collective Responsibility</u>		
Distributive Justice Principal	0.185*	0.033, 0.337
Interpersonal Justice Principal	0.182	-0.082, 0.446
Procedural Justice Principal	0.129	-0.252, 0.510
<u>Trust</u>		
Peer Interpersonal Justice	0.326***	0.240, 0.412
Work Communication	0.182***	0.081, 0.282
Collective Responsibility	0.616***	0.426, 0.807
Teacher Experience	0.060	-0.007, 0.127
Female	-0.027	-0.188, 0.133
Black	-0.174*	-0.317, -0.031
Distributive Justice Principal	-0.040	-0.127, 0.048
Interpersonal Justice Principal	-0.039	-0.149, 0.070
Procedural Justice Principal	-0.062	-0.205, 0.081
<u>Respect</u>		
Peer Interpersonal Justice	0.338***	0.238, 0.439
Work Communication	0.069	-0.072, 0.210
Collective Responsibility	0.552***	0.281, 0.823
Teacher Experience	0.049	-0.010, 0.108
Female	-0.005	-0.114, 0.104
Black	-0.082*	-0.154, -0.010

Distributive Justice Principal	-0.113	-0.232, 0.006
Interpersonal Justice Principal	-0.030	-0.114, 0.053
Procedural Justice Principal	-0.020	-0.130, 0.090

#### **Indirect Effects**

##### Trust

Distributive Justice Principal	0.180*	0.024, 0.337
Interpersonal Justice Principal	0.160	-0.025, 0.345
Procedural Justice Principal	0.118	-0.069, 0.306

##### Respect

Distributive Justice Principal	0.154**	0.053, 0.254
Interpersonal Justice Principal	0.168*	0.005, 0.330
Procedural Justice Principal	0.077	-0.088, 0.242

#### **Total Effects**

##### Peer Interpersonal Justice

Distributive Justice Principal	0.123	-0.019, 0.264
Interpersonal Justice Principal	0.228*	0.006, 0.450
Procedural Justice Principal	-0.043	-0.270, 0.183

##### Work Communication

Distributive Justice Principal	0.146	-0.005, 0.297
Interpersonal Justice Principal	-0.145	-0.383, 0.092
Procedural Justice Principal	0.291*	0.053, 0.530

##### Collective Responsibility

Distributive Justice Principal	0.185*	0.045, 0.325
Interpersonal Justice Principal	0.182	-0.039, 0.403
Procedural Justice Principal	0.129	-0.096, 0.354

##### Trust

Peer Interpersonal Justice	0.326***	0.209, 0.442
Work Communication	0.182***	0.057, 0.306
Collective Responsibility	0.616***	0.488, 0.744
Teacher Experience	0.060	-0.039, 0.159
Female	-0.027	-0.124, 0.069
Black	-0.174**	-0.274, -0.074
Distributive Justice Principal	0.141	-0.037, 0.318
Interpersonal Justice Principal	0.121	-0.124, 0.365
Procedural Justice Principal	0.056	-0.193, 0.305

Respect		
Peer Interpersonal Justice	0.338***	0.225, 0.452
Work Communication	0.069	-0.055, 0.193
Collective Responsibility	0.552***	0.423, 0.681
Teacher Experience	0.049	-0.049, 0.147
Female	-0.005	-0.101, 0.091
Black	-0.082	-0.181, 0.016
Distributive Justice Principal	0.041	-0.108, 0.190
Interpersonal Justice Principal	0.137	-0.098, 0.372
Procedural Justice Principal	0.057	-0.183, 0.297

\*p< 0 .05 \*\*p<0.01 \*\*\*p<0.001

Note: In the interest of space, measurement effects (i.e., error variances and factor variances and covariances) have been omitted from this table, but are available from authors upon request.