

ABSTRACT

This study aims to examine procedural justice, distributive justice, and interactional justice perceived by managers in the workplace regarding the treatments received from the organization on their outcomes using Planning Behavior Theory, Organizational Justice Theory, and Expectations Theory. Outcomes shown by managers include trust in supervisor, organizational commitment that consists of affective commitment, continuance commitment, normative commitment, and managerial performance.

This study uses survey method to collect data and sample selection method at state-owned company in Maluku Province, represented by mid-level and lower level managers. Total 310 questionnaires were distributed, and 276 were returned. Three questionnaires could not be used thereby 273 questionnaires were used in the analysis with a response rate of 88%. The research hypothesis is tested using Structural Equation Modeling.

The results show that both procedural justice and interactional justice influencing managerial performance, while distributive justice has no effect. Empirical evidence suggests that distributive justice influencing organizational commitment, which consists of affective commitment, continuance commitment and normative commitment, however, both procedural justice and interactional justice has no effect on organizational commitment. Distributive justice and interactional justice influence the trust in supervisor, whereas procedural justice has no effect on trust in supervisor. Organizational commitment that consists of affective commitment, continuance commitment and normative commitment is found influencing managerial performance. Also, trust in supervisor influences managerial performance.

Keywords: Procedural Justice, Distributive Justice, Interactional Justice, Organizational Commitment, Trust in Supervisor, and Managerial Performance.