

Poster

TITLE

Reciprocal effects of procedural justice and trustworthiness during a merger

SHORTENED TITLE

Reciprocal effects of justice and trustworthiness

ABSTRACT

This study examines the causal relations between employees' perceptions of merger process procedural justice and top management's trustworthiness using three-wave longitudinal data (n=622). Our results show positive reciprocal relations over time and the positive effect of trustworthiness on justice being stronger than the opposite direction.

PRESS PARAGRAPH

This study examines two fundamental concerns in the context of organizational change: employees' perceptions of merger process procedural justice and evaluations of top management's trustworthiness. By examining three-wave longitudinal data (n=622) gathered during a merger, we found positive reciprocal relations over time between trustworthiness and justice. In contrast to conventional wisdom of trust as an outcome of justice perceptions, our findings revealed that the positive effects of trustworthiness on procedural justice were stronger than the opposite direction. These results suggest that the causal relations between trustworthiness and justice are more complex than has traditionally been conveyed in the management literature.