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**Abstract** (Document Summary)

This article attempts to extend prior research by testing the effects of justice components (distributive, procedural, and interactional) on customer satisfaction beyond the expectancy disconfirmation paradigm. To this end, two separate field survey studies were conducted. A total of 568 customers were surveyed in 38 hotels and 40 restaurants. The results showed that distributive justice was critical in predicting customer satisfaction, while the influence of procedural and interactional justice was secondary. Justice concepts were also robust against the simultaneous inclusion of disconfirmation and performance in the satisfaction equation. The article concludes with theoretical and managerial implications, as well as opportunities for future research.