

## WHAT IF THERE IS NO JUSTICE? ASSESSING THE EFFECT OF ORGANISATIONAL JUSTICE ON JOB SATISFACTION

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### ABSTRACT

Though the role of employees in an organisation cannot be over-emphasised, the increasing rate of employee job dissatisfaction in many institutions has brought the issue of organisational justice to the forefront of academic discourse. Gone are those days when employees resigned from their place of assignment only because of salary. Today, the lack of equality and fairness (justice), which gives rise to job dissatisfaction, can also make them exit an organisation. This study evaluated the relationship between distributive justice, procedural and interactional justice and job satisfaction in Nigeria with 67 staff of higher institutions of learning as respondents. The data was analysed using descriptive (mean and standard deviation) and inferential statistical tools (Correlation and regression analysis). The results from the correlation analysis suggest that distributive justice had a significant relationship with satisfaction with co-workers, promotion and payment. The multiple regression analysis showed that organisational justice accounted for a 14.5% variation in job satisfaction, with the most impact contributed by distributive justice. The study concluded that the perception of workers regarding organisational justice underscores their satisfaction with different aspects of their jobs. Hence, organisations through their HR should come up with an effective incentive and reward system that reflects the efforts, performance, skills and qualifications of the employee.

**Keywords:** employee satisfaction, human resources, job satisfaction, organisational justice

### 1.0 INTRODUCTION

Human resources are crucial to the efficacy and efficiency of organisations since they are social systems. (Hasan, 2010). More than ever, companies are becoming more diverse as a result of hiring people from a range of cultural and ethnic backgrounds who collaborate to accomplish shared objectives. Because of this dynamic, employees have differing perspectives on various facets of their jobs and work environments. According to the social exchange hypothesis, workers are inclined to give back to the company in proportion to what they believe they are receiving (White & Lean, 2008; Nduji et al. 2023).

In context, Timinepere et al. (2018) defined justice as the employees' subjective view of fairness in the processes that lead to decisions, the treatment of coworkers in a work environment, and the allocation of outcomes. Justice in the workplace, otherwise called organisational justice, has attracted the attention of researchers in recent decades. The goal of organisational justice is to define and clarify workplace justice (Fiaz et al, 2018; Timinepere et al., 2018). Three main aspects of outcomes, procedures, and human relationships in the

workplace are at the centre of organisational justice (Castaño & García-izquierdo, 2018; Erdoğan, 2018; Krishnan et al. 2018; Timinepere et al., 2018). Research scholars have become interested in the three facets that make up the typology of organizational justice: distributive justice, which concerns employees' perceptions of equitable gains from organizational resources, rewards, and penalties; procedural justice, which deals with fair and equitable practices in matters of payments, decisions, and knowledge sharing as well as fair perception among organization members; and interactional justice, which deals with organizational members' concerns about the equitable interpersonal treatment they receive while implementing procedures explicitly specified in organizations. (Timinepere et al., 2018).

The idea of organisational justice has received a lot of attention in studies on organisational behaviour and human resource management because of its connections to several outcomes connected to the workplace, such as dedication and job performance (Muhammad & Naeem, 2011) Organisational citizenship behaviour (OCB) (Rama & Mihdar, 2014) Perceived organisational support, turnover (Mahboob & Khan, 2017) and job satisfaction (Hawkar & Tarik, 2018). The concept of job satisfaction has gained wide application in the fields of organisational behaviour and industrial psychology (Inuwa, 2016). Many scholars have held varying views of job satisfaction over the past few decades. Oshagbemi (2003) inferred that when an employee evaluates their work with specific desired expectations in mind, and determines whether the rewards they receive from it align with those expectations, job satisfaction is the outcome (Oyedele et al. 2024). Inuwa (2016), and Omale et al. (2023) expressed job satisfaction as any form of blend of psychological, environmental and physiological circumstances that can make an employee admit gratification with a current job

In recent times, one of the emerging areas in research considered to affect job satisfaction is organisational justice (Hawkar & Tarik, 2018). Employees' perception of fairness in their work environment has the potential to influence their satisfaction on the job, which in turn influences their performance and the overall performance of the organisation inadvertently (Zainalipour et al. 2010; Oyenuga et al. 2023; Oyedele et al 2020). Underlying this reasoning is the assumption that employees become satisfied when they perceive fairness with their work, co-workers, superiors, reward and promotion structure (Ajala, 2015; Bello et al., 2017). However, most of the studies carried out in this line have been limited to Western countries (Ajala, 2015; Hawkar & Tarik, 2018). As a result, little is known about how organisational justice can influence job satisfaction in West African countries like Nigeria and private academic institutions, to be precise. Therefore, this research seeks to achieve the following objectives:

- a. Evaluate the relationship between distributive justice and job satisfaction in a higher institution.
- b. Assess the effect of procedural justice on job satisfaction in a higher institution; and
- c. Evaluate the extent to which interactional justice influences job satisfaction in a higher institution.

## 2.0 LITERATURE REVIEW

### 2.1 The Concept of Organisational Justice

Organisational justice relates to how employees perceive the extent of fairness of management's decisions and actions. The organisational justice concept and attitudes towards the workers have had a new meaning (moving from the traditional reward and punishment

perspective), and it is more vital and central (Dundar & Tabancali, 2012). Coetzee (2005) asserts that the term "organisational justice" describes the choices made by organisations, the processes used in those decisions, and the treatment that employees get from one another. According to Erdoğdu (2018) Organisational justice is the "perception of the employees about distribution, transaction, functioning and interaction in an organisation". Organisational justice is the term used to demystify the role of fairness as it directly relates to the workplace (Hasan, 2010). In line with this thought, Timinepere et al (2018) describes organisational justice as a concept that focuses on reasons and justifications for workplace equity. Organisational justice specifically addresses how workers assess whether they have received fair treatment at work and how those assessments impact other work-related consequences.

## 2.2 Distributive Justice

According to Hao et al (2016), distributive justice was the main focus of the study of justice. Earlier concepts about distributive justice were related to a fair distribution of rewards (Colquitt, 2001). Distributive justice refers to employees' perceived justice regarding the rewards as well as the outcomes derived from an organisation (Hawkar & Tarik, 2018; Yigitol & Balaban, 2018). Outcomes may be distributed based on need, contribution or equality, and individuals determine the fairness of such distribution through comparison with others (Hasan, 2010). Colquitt (2001) defined distributive justice as the fairness connected with the decision related to the allocation of resources in an organisation. As a result, distributive justice deals with the distribution of both monetary and non-monetary resources, such as rewarding a worker with bonuses if they meet certain performance or organisational goals (Omale et al. 2021). The resources could be either ethereal (praise) or tangible (pay).

## 2.3 Procedural Justice

Most of the time, businesses specify the processes that help managers make decisions. These choices affect employee performance reviews, transfers, promotions, and resource sharing. Therefore, procedural justice is a moral principle that emphasises the use of just procedures to specify how results are distributed to members of organisations without the slightest bias (Timinepere et al., 2018). Voice in decision-making, uniformity in the implementation of the law, and precise information use that prevents deceit are all components of procedural justice. (Colquitt, 2001; Greenberg & Colquitt, 2013).

## 2.4 Interactional Justice

Since interactional justice is linked to both fair and unfair treatment, it is regarded as a crucial component in work environments. Bies and Moag (1986) are credited for introducing the interactional justice dimension to organisational justice. Though Thorn (2010) pointed out that, up until recently, the majority of studies on organisational justice concentrated on distributive and procedural justice and how they related to organisational behaviour. One of the reasons for the limited studies is the argument as to whether interactional justice is a distinct and unique construct or just a sub-construct of procedural justice (Coetzee, 2005; Thorn, 2010; Greenberg & Colquitt, 2013).

## 2.5 Job Satisfaction

Within the literature on organisational behaviour and management, job satisfaction is one of the characteristics that has been investigated and assessed the most (Yaghoubi, Mashinchi,

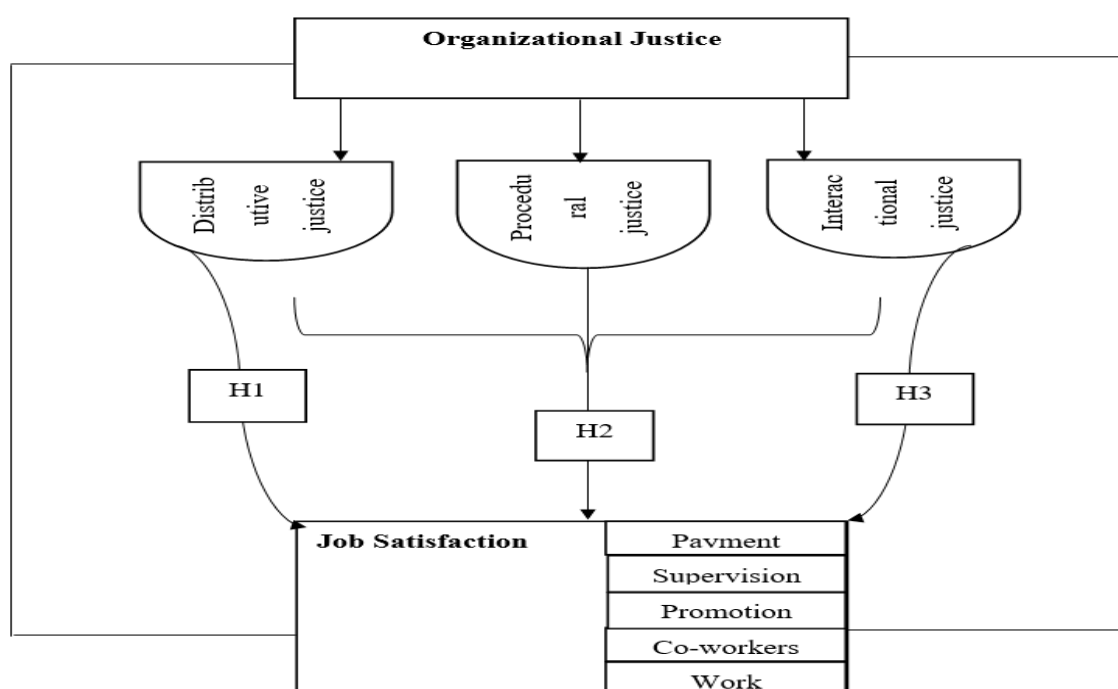
Ahmad, Hadi, & Hamid, 2012; Akbolat, Isik, Yilmaz, & Akca, 2015; Muhammad et al., 2015; Khan & Hashim, 2016; Yigitol & Balaban, 2018). The connections between job satisfaction and other important organisational outcomes, such as organisational commitment and absenteeism, pique interest in the topic. (Salavati et al., 2013) turnover, and performance (Zainalipour et al. 2010).

The term "job satisfaction" has been defined differently by many scholars. (Singh & Jain, 2013; Inuwa, 2016; Adigun et al, 2017). The idea has to do with things like motivation, job satisfaction, and how appealing the workplace is to workers. According to Singh and Jain (2013), a person's work experience, education, aptitude, personal competency, and identification with the job in question are all factors that contribute to their level of job satisfaction or discontent.

## 2.6 Organisational Justice and Job Satisfaction

Due to its correlation with several work-related outcomes, such as job performance, commitment, organizational citizenship behaviour (OCB), job satisfaction, perceived organizational support, and turnover, studies in human resource management and organizational behaviour have given the concept of organizational justice a great deal of attention (Erdoğan, 2018; Muhammad et al., 2015; Nguyen, 2014; Yuan, 2015; Omale, 2023). Several studies have looked at all three components of organisational justice, particularly interactional and procedural justice, and there is significant consensus that all three components can catalyse social exchange in the workplace and trusting others is required for the social exchange to be reciprocated (Hawkar & Tarik, 2018). Organisations and supervisors want to establish their credibility above all else to their subordinates, under the assumption that this will, in turn, increase their level of satisfaction (Oyetunde et al. 2023; Nduji et al., 2023; Oyedele & Iember, 2021).

## 2.7 Conceptual framework



## Figure I: Conceptual Framework

Source: Researcher (2023)

### 3.0 THEORETICAL REVIEW

#### 3.1 Equity theory

According to Owusu (2014), this theory has been the subject of substantial research over many years. The proponent of this theory was Adams (1963), a workplace and behavioural psychologist. According to Robbins (2005) According to the notion, employees should weigh the input they put into a job against the outcome they obtain from it, and they should compare this ratio to that of their peers in other organisations. If people understand that their ratio is the same as that of their peers in other organisations, a state of equity is said to exist (Robbins, 2005). Likewise, if the ratio does not correspond, there is unfairness. Employee satisfaction results from equity, but employee discontent is caused by inequity (Owusu, 2014). In other words, the belief is that people treasure fair treatment, which motivates them to maintain fair relationships with their co-workers and the organisation. Nonetheless, criticism has been levelled at equity theory's practical implementation as well as its underlying presumptions. The model's simplicity has been called into question by academics who contend that a variety of demographic and psychological factors influence people's views of justice and social interactions. Moreover, a significant portion of the research bolstering the fundamental assumptions of the theory has been carried out in lab environments, making its practicality for real-world situations unclear.

Critics have further argued that people may understand equality or inequity in terms of the general system that decides those inputs and outputs, rather than just the inputs and results of a relationship (Robbins, 2005). Therefore, in a corporate environment, an employee may believe that their pay is comparable to that of other employees, but they may also believe that the compensation structure is unjust (Owusu, 2014). The lack of precision in the equity theory's explanation of organisational justice regarding the reactions that would take place in the event of unfairness was one area of frustration. As a result, organisational scientists started to ask questions concerning justice in different organisational contexts, which the dominant conceptions of justice did not fully answer (Coetzee, 2005).

#### 3.2 Vroom's Expectancy Theory.

Vroom's expectancy theory was developed by Vroom (1964). According to the theory, people's motivation to strive toward their goals is predicated on their belief that the goal is worthwhile and that their actions will help them achieve it.. The theory is founded on three variables, namely valence, expectancy and instrumentality (Vroom, 1964).

The degree to which people like a specific result is referred to as valence (Owusu, 2014). Expectancy takes into account the possibility that a given effort will result in a specified first-level outcome (Kondalkar, 2007). The degree to which a first-level consequence will lead to a desire for a second-level end, however, is known as instrumentality (Luthans, 2005). To obtain a promotion (second-level output), for example, employees may be driven (motivational effort) toward improved performance (first-level output) (Luthans, 2005). In a similar vein, Owusu



(2014) cites Newstrom (2007), who explains that satisfaction is the product of three factors: the estimate that performance generates reward (instrumentality), the expectation that effort will result in successful performance (expectancy), and the amount of reward that is desired (valence). Accordingly,  $\text{valence} \times \text{expectation} \times \text{instrumentality} = \text{satisfaction/motivation}$  (Kondalkar, 2007).

### 3.3 Empirical review

Krishnan et al. (2018) investigated organisational justice's impact on workers' job performance at a Malaysian private manufacturing company. Perceived distributive, procedural, and interactional fairness, as well as how they directly impact job performance, were among the study's variables. A quantitative research sample of 142 employees was used in the study. The results of the study demonstrated a favourable correlation between employees' job performance and distributive, procedural, and interactional fairness. In comparison to procedural and interactional justice, distributive justice was also found to be the best predictor of workers' job success.

Mozhgan et al. (2018) examined the associations between a group of nurses working in Iranian hospitals and their perceptions of organisational fairness, organisational commitment, and job satisfaction with turnover intention. The cross-sectional study involved 15 teaching hospitals connected to Shiraz University of Medical Sciences in Shiraz, Iran, and involved staff nurses and auxiliary nurses. Nurses having associate's or higher degrees in nursing and at least one year of work experience were randomly selected for the study. A research questionnaire was used to gather primary data. According to the study, organisational justice has an inverse association ( $r = -0.41$ ) with turnover intention and a significant and direct relationship ( $r = 0.73$ ) with job satisfaction and organisational commitment ( $r = 0.61$ ).

Using private banks (ABL, UBL, SCB, Kasahf, Alfalah), Khan and Hashim (2016) investigated the relationship between organisational justice and employee job satisfaction. The research questionnaire was sent to the banking staff in 100 copies; 53 of them were returned and used for analysis. The results of this study showed that distributive justice significantly and favourably affected job satisfaction. Additionally, the analysis showed a strong but unfavourable link between procedural justice and work satisfaction. Thus, the study concluded that a practical level of organisational justice can raise workers' satisfaction levels.

To determine whether variations in the employees' sociodemographic traits had an impact on job happiness, Akbolat et al. (2015) investigated the relationship between organisational justice and job satisfaction of health employees. The poll was carried out in a Sakarya public hospital. Niehoff and Moorman's (1993) organisational justice scale and the Minnesota job satisfaction scale. The data collection questionnaire was designed based on the work of Weis and colleagues (1967). High-level covariance connections were identified in the study between distributive justice and procedural justice ( $\rho = .841$ ), between distributive justice and interactional justice ( $\rho = 0.763$ ), and between procedural justice and interactional justice ( $\rho = 0.933$ ). Both internal and external job satisfaction were positively impacted by interactional and distributive fairness ( $p < 0.05$ ). Procedural justice, however, had no statistically significant impact on external work satisfaction ( $p > 0.05$ ) and hurt internal job satisfaction ( $p < 0.05$ ).

Lotfi and Pour (2013) examined the connection between job satisfaction and organisational fairness among Tehran Payame Noor University staff members. There were 260 responses chosen at random for the sample size. The research was descriptive-analytic and correlational in nature. The research instrument for data collection was designed using the job satisfaction ratings developed by Spector (1997) and the organisational justice questionnaire developed by Moorman and Niehoff (1993). To test the proposed hypotheses, multiple regression analysis and the Pearson correlation coefficient were employed. The results of the study indicated a strong correlation between work satisfaction and organisational fairness. However, only procedural justice was a significant predictor of job satisfaction among the three components.

Iqbal (2013) investigated the nature, degree, and importance of the relationship between distributive, interactional, and procedural justice on work performance and job satisfaction. The link was examined in the context of Pakistan in the study. A questionnaire that was given to staff members of several Pakistani educational institutions was used to gather data. The findings demonstrated the significant impact that employees' perceptions of interactional and procedural justice had on their level of job satisfaction. The study also revealed that distributive fairness had no discernible effect on satisfaction.

In the Iranian context, Yaghoubi et al. (2012) investigated the relationship between job satisfaction and several forms of organisational justice, such as distributive, procedural, and interactional justice. A closed-ended questionnaire was distributed to gather the data. A stratified random sampling technique was employed to choose 229 workers from a furniture production company. The results of the study demonstrated that there was only one significant correlation between respondents' judgments of organizational justice and their age. The results also showed a favorable correlation between job satisfaction and organizational fairness. The study found that managers' organizational fairness strongly predicts employees' job happiness.

Using distributive, procedural, and interactional justice as the three elements of organizational justice, Zainalipour et al. (2010) examined the relationship between job satisfaction and organizational justice. The aspects of job satisfaction that were examined were nature of work, promotion, salary, coworkers, and supervision. The study collected the opinions of 120 teachers using the survey research method. The association between job satisfaction and organizational justice was measured using regression analysis and correlation coefficient. The results showed a strong positive correlation between work satisfaction and organisational fairness. Distributive and interactional justice had positive relationships with four aspects of job satisfaction—supervision, coworkers, pay, and promotion—while they did not correlate with the nature of the job as a job satisfaction dimension, according to the correlation analysis for the three components of organisational justice. On the other hand, procedural justice demonstrated a strong association with every aspect of job satisfaction. The results of multiple regressions showed that job satisfaction was highly impacted by distributive and interactional fairness.

## 4.0 RESEARCH METHODOLOGY

### 4.1 Research Design

The study approach was quantitative. The descriptive and inferential statistics used were adopted. The study was cross-sectional, making use of mainly primary data, which was

gathered using a closed-ended questionnaire, which was administered to eighty (80) staff of various universities in Nigeria.

## 4.2 Method of Data Collection

To achieve the objectives of the study, primary data were collected using a self-administered, closed-ended research questionnaire. The questionnaire was designed using the organisational justice scale developed by Colquitt (2001) and the job satisfaction scale developed by Ozpehlivan and Acar (2016). The organisational justice scale contains 20 items, 7 items for procedural justice, 4 items for distributive justice and 9 items for interactional justice. However, this study used 13 items relevant to this study. The job satisfaction scale contains a total of 5 items for each dimension of job satisfaction (work, promotion, pay, co-workers and supervision). However, for the study, only 20 of the items were applied.

The research data were analysed using descriptive and inferential statistics. The results were presented in tables and simple percentages. Descriptive data analysis included the use of measures of central tendency and variability such as mean and standard deviation. The hypotheses were tested using parametric tests, given that an interval scale was employed in designing the questions. For the first objective, Pearson's Correlation was used to test the hypothesis. The mean score and standard deviation were also calculated, as well as the grand mean.

The second objective was achieved using descriptive and inferential statistical tools. The descriptive measure included measures of central tendency and measures of variability. Pearson's correlation was used. For the third objective, a parametric test was carried out, which is Pearson Correlation, to test the hypothesis. The Statistical Package for Social Sciences (SPSS) was used to carry out the analysis. A multiple regression analysis was then carried out for all the predictors to ascertain their degree of impact on the dependent variable (job satisfaction).

## 5.0 DATA PRESENTATION

### 5.1 Return Rate of Questionnaire

The questionnaire return rate is shown in Table 1.

**Table 1: Analysis of questionnaire return rate**

Questionnaire	Respondents	Percentage (%)
Returned and useful	67	83.7
Not Returned	13	16.3
<b>Total</b>	<b>80</b>	<b>100.0</b>

**Source:** Field Survey (2023)

Table 1 shows the return rate of the questionnaire. A total of 80 copies of the research questionnaire were administered to the respondents, including academic and non-academic



staff of Veritas University. However, 67 (83.7%) were returned and used in the analysis, while 13(16.3%) were not returned. This indicates a return rate of 83.7%.

## 5.2 Descriptive Statistics of Organisational Justice

Table 2 presents the descriptive results on organisational justice dimensions, including procedural justice, distributive justice and interactional justice.

**Table 2: Indices on organisational justice**

	SA(%)	A(%)	U(%)	D(%)	SD(%)	M	S.DV
<b>Procedural Justice</b>							
You express your views and feelings during procedures for resource allocation	3(4.5)	47(70.1)	10(14.9)	7(10.4)	-	3.68	0.72
You had influence over the outcome arrived at by those procedures	3(4.5)	20(29.9)	25(37.3)	16(23.9)	3(4.5)	3.05	0.95
Those procedures been applied consistently	7(10.4)	17(25.4)	17(25.4)	26(38.8)	-	3.07	1.03
Those procedures upheld ethical and moral standards	5(7.5)	36(53.7)	17(25.4)	9(13.4)	-	3.55	0.82
<b>Grand Mean</b>						<b>3.33</b>	<b>0.88</b>
<b>Distributive Justice</b>							
Your reward reflect the effort you have put into your work	8(11.9)	26(38.8)	15(22.4)	15(22.4)	3(4.5)	3.31	1.09
Your rewards were appropriate for the work you have completed	4(6.0)	13(19.4)	23(34.3)	15(22.4)	12(17.9)	2.73	1.14
Your reward reflects what you have contributed to the organization	11(16.4)	13(19.4)	15(22.4)	17(25.4)	11(16.4)	2.94	1.33
Your rewards are justified, given your performance	4(6.0)	22(32.8)	17(25.4)	16(23.9)	8(11.9)	2.97	1.14
<b>Grand Mean</b>						<b>2.98</b>	<b>1.17</b>
<b>Interactional Justice</b>							

Your superior treats you in a polite manner	32(47.8)	35(52.2)	-	-	-	4.47	0.50
Your superior treats you with dignity	17(25.4)	48(71.6)	1(1.5)	1(1.5)	-	4.20	0.53
Your superior has been candid in (his/her) communications with you	6(9.0)	55(82.1)	5(7.5)	1(1.5)	-	3.98	0.47
Your superior explains procedures thoroughly	12(17.9)	46(68.7)	7(10.4)	2(3.0)	-	4.01	0.63
<b>Grand Mean</b>						<b>4.16</b>	<b>0.53</b>

**Note:** SA, strongly agree; A, agree; U, undecided; D, disagree; SD, strongly disagree; M, mean, SDV, standard deviation

**Source:** Field Survey (2023)

Table 2 shows the frequency, mean and standard deviation of items used in measuring each dimension of organisational justice. The first dimension, being procedural justice, was measured using four items. Item 1, “you express your views and feelings during procedures for resource allocation,” had the highest mean score, 3.68 and standard deviation, 0.72. Item 2, “you influenced the outcome arrived at by those procedures,” had the lowest mean score of 3.05 and standard deviation of 0.95. The grand mean score of 3.33 indicates that the responses fairly tilt towards agreement with relatively low standard deviation (0.53), indicating low variation in responses.

The second dimension of organisational justice, being distributive justice, was measured using four items and the item with the highest mean score was item 1, “your reward reflects the effort you have put into your work”, with a mean score of 3.31 and a standard deviation of 1.09. Item 2, “your rewards were appropriate for the work you have completed”, had the lowest mean of 2.73 and standard deviation of 1.14. The grand mean of 2.98 is a pointer that distributive justice was not too satisfactory, as the mean score tilts more towards disagreement. The standard deviation (1.17) shows a relatively high variation in responses.

Interactional justice is the third dimension of organisational justice. This dimension was measured using four items as well. The item with the highest mean score of 4.47 was item 1, “your superior treats you in a polite manner”, and the standard deviation was 0.50. Item 3, “your superior has been candid in his/her communication with you”, had the lowest mean score of 3.98 and standard deviation of 0.47. The grand mean of 4.16 points towards a highly perceived level of interactional justice in Veritas University. The standard deviation of 0.53 also indicates a low variation in responses.

## 5.3 Descriptive Statistics of Job Satisfaction

Table 3 shows the dimensions of job satisfaction--including satisfaction with work, satisfaction with co-workers, satisfaction with supervisors, satisfaction with promotion, and satisfaction with payment.

**Table 3: Indices on Job Satisfaction**

	SA(%)	A(%)	U(%)	D(%)	SD(%)	M	S.DV
<b>Satisfaction with work</b>							
The physical environment where I work is appropriate	7(10.4)	41(61.2)	4(6.0)	15(22.4)	-	3.59	0.95
I am satisfied with my job in terms of working conditions	7(10.4)	28(41.8)	21(31.3)	11(16.4)	-	3.46	0.89
My job is satisfactory	9(13.4)	50(74.6)	7(10.4)	1(1.5)	-	4.00	0.55
I proudly mention to my friends on my job	19(28.4)	42(62.7)	5(7.5)	1(1.5)	-	4.17	0.62
<b>Grand Mean</b>						<b>3.80</b>	<b>0.75</b>
<b>Satisfaction with Co-workers</b>							
I am satisfied with my colleges on being agreed with each other	20(29.9)	47(70.1)	-	-	-	4.29	0.46
I am satisfied with the people I speak and I work with	20(29.9)	36(53.7)	11(16.4)	-	-	4.13	0.67
My colleagues are hardworking	21(31.3)	44(65.7)	2(3.0)	-	-	4.28	0.51
My colleagues are responsible on their duties	17(25.4)	48(71.6)	1(1.5)	1(1.5)	-	4.20	0.51
<b>Grand Mean</b>						<b>4.22</b>	<b>0.53</b>
<b>Satisfaction with Supervisor</b>							
My manager is quite enough at his work	14(20.9)	49(73.1)	4(6.0)	-	-	4.14	0.50
My manager provides me with assistance in difficult cases	17(25.4)	44(65.7)	6(9.0)	-	-	4.16	0.56
My manager manages his subordinates in a good way	20(29.9)	41(61.2)	6(9.0)	-	-	4.20	0.59
My manager considers the complaints of employees	19(28.4)	40(59.7)	7(10.4)	1(1.5)	-	4.14	0.65

<b>Grand Mean</b>						<b>4.16</b>	<b>0.57</b>
<b>Satisfaction with Promotion</b>							
Promotions at my work are based on individual skill	6(9.0)	27(40.3)	19(28.4)	4(6.0)	11(16.4)	3.19	1.20
There are regular promotion practices at my work	5(7.5)	46(68.7)	7(10.4)	9(13.4)	-	3.70	0.79
The person who does his job well can get the chance to be promoted	5(7.5)	41(61.2)	9(13.4)	9(13.4)	3(4.5)	3.54	0.97
I am satisfied with the notification methods of promotion	8(11.9)	35(52.2)	15(22.4)	9(13.4)	-	3.62	0.87
<b>Grand Mean</b>						<b>3.51</b>	<b>0.95</b>
<b>Satisfaction with Pay</b>							
My wage is enough for my regular expenses	-	4(6.0)	24(35.8)	23(34.3)	16(23.9)	2.23	0.88
My salary is good when it is compared with the wage of other people who work at similar positions in other firm		10(14.9)	28(41.8)	23(34.3)	6(9.0)	2.62	0.84
I am satisfied with my salary increase	-	3(4.5)	34(50.7)	27(40.3)	3(4.5)	2.55	0.65
I think I get a fair wage for the work I do	-	13(19.4)	20(29.9)	31(46.3)	3(4.5)	2.64	0.85
<b>Grand Mean</b>						<b>2.51</b>	<b>0.81</b>

**Note:** SA, strongly agree; A, agree; U, undecided; D, disagree; SD, strongly disagree

**Source:** Field survey (2023)

Table 3 shows the descriptive results of the dimensions of job satisfaction. The first dimension was satisfaction with work, and this was measured with four items. Item 4, "I proudly mention to my friends about my job", had a mean score of 4.17 and a standard deviation of 0.62. The grand mean indicates a relatively high tilting of the responses towards agreement and low variation in responses, as shown by the standard deviation of 0.75

The second dimension is satisfaction with co-workers. This dimension was measured using four items, and the item with the highest mean score of 4.29 and standard deviation of 0.46 was item 1, "I am satisfied with my colleagues". The grand mean (4.22) and standard deviation (0.53) suggest a high tilting of responses towards agreement and low variation in responses.

The third dimension is satisfaction with the supervisor and was measured using four items. The item with the highest mean of 4.20 and standard deviation of 0.59 was item 3, “My superior manages his subordinates in a good way”. The grand mean of 4.16 and standard deviation of 0.57 suggest a tilting of the responses towards agreement. This is an indication of relatively high satisfaction with a supervisor. Satisfaction with promotion is the fourth dimension of satisfaction. This dimension was measured using four items. Item 2 “there are regular promotion practices at my work” had the highest mean score of 3.70 with a standard deviation of 0.79. The grand mean for that dimension (3.51) and standard deviation (0.95) suggests a fair tilting towards agreement.

The last dimension for job satisfaction was satisfaction with payment. This dimension was measured with four items. Item 4 “I think I get a fair wage for the work I do” had the highest mean score of 2.64 and standard deviation of 0.85. The grand mean of 2.51 and standard deviation of 0.85 suggests low satisfaction of payment. Overall, satisfaction with co-workers and satisfaction with supervisors had the highest mean scored of over 4.0 indicating that the staff were more satisfied with these dimensions of job satisfaction over others such as pay, work and promotion.

## 6.0 TEST OF HYPOTHESES

### 6.1 Correlation Analyses

#### Hypothesis 1

**H0i:** There is no significant relationship between distributive justice and job satisfaction.

**Table 4: Correlation of Distributive Justice and Job Satisfaction**

		DJ	SW	SC	SM	SP	SPAY
DJ	Pearson Correlation	1	-.185	-.246*	-.056	.599**	.250*
	Sig. (2-tailed)		.134	.045	.652	.000	.042
	N		67	67	67	67	67
SW	Pearson Correlation		1	.014	-.023	-.184	.121
	Sig. (2-tailed)			.913	.854	.135	.330
	N			67	67	67	67
SC	Pearson Correlation			1	.601**	-.341**	.270*
	Sig. (2-tailed)				.000	.005	.027
	N				67	67	67
SM	Pearson Correlation				1	.101	.159
	Sig. (2-tailed)					.417	.200
	N					67	67

SP	Pearson Correlation					1	.068
	Sig. (2-tailed)						.582
	N						67
SPAY	Pearson Correlation						1
	Sig. (2-tailed)						
	N						
*. Correlation is significant at the 0.05 level (2-tailed).							

**Note:** SW, satisfaction with work; SC, satisfaction with co-workers; SS, satisfaction with supervisor; SP, satisfaction with promotion; SPAY, satisfaction with pay, DJ, Distributive justice.

**Source:** Field Survey (2023)

The correlation result in table 4 shows that at 0.05 level of significance (2 tailed test), the correlation of distributive justice with satisfaction with work was  $-0.185$ , that is  $r = -0.185$ ,  $p = 0.134$  which is greater than  $0.05$  ( $P > 0.05$ ). The correlation between distributive justice and satisfaction with co-workers,  $r = -0.246$ ,  $p = 0.045$  ( $p < 0.05$ ), satisfaction with supervisor,  $r = -0.056$ ,  $p = 0.652$  ( $p > 0.05$ ), satisfaction with promotion,  $r = 0.599$ ,  $p = 0.000$  ( $p < 0.05$ ); satisfaction with pay,  $r = 0.250$ ,  $p = 0.042$  ( $P < 0.05$ ). The results indicate that distributive justice had a negative correlation with satisfaction with work and the relationship not statistically significant. Distributive justice had a negative correlation with satisfaction with co-workers but the relationship was significant. Distributive justice had a negative correlation with satisfaction with supervisors and the relationship was not statistically significant. Distributive justice had a positive and significant relationship with satisfaction with promotion. Distributive justice had a positive and significant relationship with satisfaction with payment, although the correlation with mildly strong.

## Hypothesis 2

**H0ii:** Procedural justice does not significantly affect job satisfaction.

**Table 5: Correlation of Procedural Justice and Job satisfaction**

		PJ	SW	SC	SM	SP	SPAY
PJ	Pearson Correlation	1	-.395**	-.079	-.152	.308*	-.052
	Sig. (2-tailed)		.001	.527	.219	.011	.676
	N		67	67	67	67	67
SW	Pearson Correlation		1	.014	-.023	-.184	.121
	Sig. (2-tailed)			.913	.854	.135	.330
	N			67	67	67	67
SC	Pearson Correlation			1	.601**	-.341**	.270*
	Sig. (2-tailed)				.000	.005	.027



	N				67	67	67
SM	Pearson Correlation				1	.101	.159
	Sig. (2-tailed)					.417	.200
	N					67	67
SP	Pearson Correlation					1	.068
	Sig. (2-tailed)						.582
	N						67
SPAY	Pearson Correlation						1
*. Correlation is significant at the 0.05 level (2-tailed).							

**Note:** SW, satisfaction with work; SC, satisfaction with co-workers SS, satisfaction with supervisor; SP, satisfaction with promotion; SPAY, satisfaction with pay; PJ, procedural justice.

**Source:** Field Survey (2023)

The correlation result in table 5 shows that at 0.05 level of significance (2 tailed test), the correlation of procedural justice with satisfaction with work was  $-.395$ , that is  $r = -.395$ ,  $p = 0.001$  which is less than  $0.05$  ( $P < 0.05$ ). The correlation between procedural justice and satisfaction with co-workers,  $r = -0.079$ ,  $p = 0.527$  ( $p > 0.05$ ), satisfaction with supervisor,  $r = -.152$ ,  $p = 0.219$  ( $p > 0.05$ ), satisfaction with promotion,  $r = .308$ ,  $p = 0.011$  ( $p < 0.05$ ); satisfaction with pay,  $r = -.052$ ,  $p = 0.676$  ( $P > 0.05$ ). The results indicate that procedural justice had a negative correlation with satisfaction with work and the relationship statistically significant. Procedural justice had a negative correlation with satisfaction with co-workers but the relationship was not significant. Procedural justice had a negative correlation with satisfaction with supervisors and the relationship was not statistically significant. Procedural justice had a positive and significant relationship with satisfaction with promotion. Procedural justice had a negative and non-significant relationship with satisfaction with payment.

### Hypothesis 3

**H0iii:** Interactional justice is not a significant predictor of job satisfaction

**Table 6: Correlation of Interactional Justice and Job Satisfaction**

		IJ	SW	SC	SM	SP	SPAY
IJ	Pearson Correlation	1	.046	.293*	.275*	-.150	.101
	Sig. (2-tailed)		.711	.016	.024	.227	.415
	N		67	67	67	67	67
SW	Pearson Correlation		1	.014	-.023	-.184	.121
	Sig. (2-tailed)			.913	.854	.135	.330

	N			67	67	67	67
SC	Pearson Correlation			1	.601**	-.341**	.270*
	Sig. (2-tailed)				.000	.005	.027
	N				67	67	67
SM	Pearson Correlation				1	.101	.159
	Sig. (2-tailed)					.417	.200
	N					67	67
SP	Pearson Correlation					1	.068
	Sig. (2-tailed)						.582
	N						67
SPAY	Pearson Correlation						1
	Sig. (2-tailed)						
	N						

\*. Correlation is significant at the 0.05 level (2-tailed).

**Note:** SW, satisfaction with work; SC, satisfaction with co-workers; SS, satisfaction with supervisor; SP, satisfaction with promotion; SPAY, satisfaction with pay, IJ, interactional justice.

**Source:** Field Survey (2023)

The correlation result in table 6 shows that at 0.05 level of significance (2 tailed test), the correlation of interactional justice with satisfaction with work was .046, that is  $r = -.046$ ,  $p = 0.711$  which is greater than 0.05 ( $P > 0.05$ ). The correlation between interactional justice and satisfaction with co-workers,  $r = -0.293$ ,  $p = 0.016$  ( $p < 0.05$ ), satisfaction with supervisor,  $r = -.275$ ,  $p = 0.024$  ( $p < 0.05$ ), satisfaction with promotion,  $r = -.150$ ,  $p = 0.227$  ( $p > 0.05$ ); satisfaction with pay,  $r = -.101$ ,  $p = 0.415$  ( $P > 0.05$ ). The results indicate that interactional justice had a positive but weak correlation with satisfaction with work but the relationship not statistically significant. Interactional justice had a positively but slightly strong correlation with satisfaction with co-workers and the relationship was statistically significant. Interactional justice had a positive and significant correlation with satisfaction with supervisors. Interactional justice had a positive and significant relationship with satisfaction with promotion. Procedural justice had a positive but not statistically significant relationship with satisfaction with payment.

## 6.2 Regression Analysis

**Table 7: Multiple Regression Analysis of Organizational Justice and Job Satisfaction**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	
1	.380 <sup>a</sup>	.145	.104	4.80283	
ANOVA					
Model	Sum of Squares	df	Mean Square	F	Sig.

Regression	245.635	3	81.878	3.550	.019 <sup>b</sup>
Residual	1453.230	63	23.067		
Total	1698.866	66			
Bootstrap for Coefficients					
Model	B	Bootstrap <sup>a</sup>			
		Bias	Std. Error	Sig. (2-tailed)	95% Confidence Interval
					Lower Upper
(Constant)	68.189	-.051	7.024	.001	54.102 82.483
DJ	.502	.010	.161	.006	.183 .874
PJ	.362	.012	.250	.136	-.146 .856
IJ	-.645	-.022	.303	.035	-1.222 -.087
a. Unless otherwise noted, bootstrap results are based on 1000 bootstrap samples					
b. Dependent Variable: Job satisfaction					
c. Predictors: (Constant), Distributive justice, procedural justice, interactional justice					

**Source:** Field Survey (2023)

The results from the model summary in table 7 reveals that the extent to which variations in dimensions of organizational justice (distributive, procedural and interactional) account for variations in job satisfaction is 14.5% (i.e. R Square=.145). The remaining 85.5% of variance in job satisfaction would be explained by other variables not captured in this study. The ANOVA table 4.13 above shows that the Fcal is 3.550 and the P value is 0.019 which is less than 0.05 level of significance. The implication of this result is that the model is statistically fit and significant. Hence, at least one of the variables can be used to model job satisfaction. The coefficient shows a simple model that expresses the extent to which organizational justice affects job satisfaction. The mathematical model is demonstrated below.

$Y = A + B_{xi} + B_{xii} + B_{xiii} + B_{xiv} + \mu$ , where Y is the job satisfaction; A is the constant; B is the value of coefficient;  $\mu$  is the error term.

Therefore,  $JS = 68.189 + .502(DJ) + .362(PJ) - .645(IJ) + \mu$ .

Where

JS= Job satisfaction

DJ= Distributive justice

PJ= Procedural justice

IJ= Interactional justice

**H0i:** There is no significant relationship between distributive justice and job satisfaction amongst staff of Veritas University Abuja.

Table 7 showing the results from the multiple regression analysis reveals a significant relationship between distributive justice and job satisfaction. The bootstrap p-value as shown in the coefficient table was 0.006 which is less than 0.05 level of significance indicating a

significant relationship. The table also shows that for every increase in distributive justice, job satisfaction will also increase by .502units. We can therefore conclude that there is significant relationship between distributive justice and job satisfaction.

**H0ii:** Procedural justice does not significantly affect job satisfaction amongst staff of Veritas University Abuja

Table 7 showing the results from the multiple regression analysis reveals that the relationship between procedural justice and job satisfaction was not statistically significant. The bootstrap p-value as shown in the coefficient table was 0.136 which is greater than 0.05 level of significance indicating a non-significant relationship. The table also shows that for every increase in procedural justice, job satisfaction will also increase by .362units. We can therefore conclude that there is no significant relationship between procedural justice and job satisfaction.

**H0iii:** Interactional justice is not a significant predictor of job satisfaction amongst staff of Veritas University Abuja

Table 7 showing the results from the multiple regression analysis reveals a significant relationship between interactional justice and job satisfaction. The bootstrap pvalue as shown in the coefficient table was 0.035 which is less than 0.05 level of significance indicating a significant relationship. The table also shows that for every increase in interactional justice, job satisfaction will also change by -.645units. We can therefore conclude that there is significant relationship between interactional justice and job satisfaction.

## 7.0 DISCUSSION OF RESULTS

In line with the research objectives, the study revealed some salient findings. First, the study showed that there was significant relationship between distributive justice and three dimensions of job satisfaction including satisfaction with co-workers, satisfaction with promotion and satisfaction with pay. However, the relationship was not significant with satisfaction with work and satisfaction with supervisor. The regression results show that distributive justice was the strongest predictor of job satisfaction and this corroborates the findings of Krishnan et al (2018) who reported that distributive justice was the strongest predictor of employees' job performance relative to procedural and interactional justice. Akbolat et al (2015); Khan and Hashim (2016) also further buttressed the import of distributive justice in determining job satisfaction of commercial bank workers. Although, Iqbal (2013) reported that distributive justice did not significantly impact satisfaction in the context of Pakistani.

Second, the study found that procedural justice was significantly correlated with satisfaction with work and satisfaction with promotion but was not statistically correlated with satisfaction with co-workers, supervisors and payment. The regression analysis similarly showed a non-statistically significant relationship unlike the study of Khan and Hashim (2016) who revealed that procedural justice had significant but negative relationship on job satisfaction. In the case of Lotfi and Pour (2013), only procedural justice predicted job satisfaction in the case of Tehran Payame Noor university.

Finally, the study showed that interactional justice was not significantly correlated with satisfaction with work, promotion and payment but there was significant relationship with co-workers and supervisors. The regression analysis however points to an overall significant relationship with job satisfaction. In tandem, Iqbal (2013); Akbolat et al (2015) found significant relationship between interactional justice and job satisfaction (internal and external).

The study resonates with the findings of Zainalipour et al (2010) who carried out a multiple regression analysis on the dimensions of organization justice and their relative effect on job satisfaction. The multiple regression results revealed that distributive and interactional justice significantly impacted on job satisfaction. Yaghoubi et al (2012) established an overall significant relationship between organizational justice and job satisfaction. Mozhgan et al (2018) consolidated this assertion by reporting a significant and direct relationship between organization and job satisfaction ( $r=0.73$ ).

## 7.1 Summary of major findings

Underlying this investigation was the aim of examining the impact of organizational justice on job satisfaction. Viewing organizational justice as a multidimensional concept and job satisfaction as multifaceted as well, the study focused on distributive, procedural and interactional justice as dimensions of organizational justice. The study then looked into the five aspects of job satisfaction including satisfaction with work, pay, promotion, co-workers and supervisors. Having established a clear statement of research problem, three objectives were coined. The objectives included to evaluate the relationship between distributive justice and job satisfaction; to assess the effect of procedural justice on job satisfaction; and to evaluate the extent to which interactional justice influences job satisfaction.

### The salient findings are summarised below:

- i. The results from the correlation analysis showed that distributive justice had a significant relationship with satisfaction with co-workers, promotion and payment. The correlation of distributive justice and satisfaction with co-workers was negative, but was positively correlated with satisfaction with promotion and payment. Although satisfaction with payment showed a weaker correlation. The multiple regression analysis indicated an overall significant relationship between distributive justice and job satisfaction, showing that changes in distributive justice increased job satisfaction by 0.502 units.
- ii. The study found a significant relationship between procedural justice and satisfaction with work, but the correlation was negative, while there was a positive and significant relationship between satisfaction with promotion and procedural justice. Satisfaction with co-workers, supervisors and pay was not significantly correlated. The results from the multiple regression analysis showed that for every increase in procedural justice, job satisfaction changed by .362 units.
- iii. The study found no significant relationship between interactional justice and satisfaction with work ( $P>0.05$ ), promotion ( $P>0.05$ ) and payment ( $P>0.05$ ). There was, however significant and positive relationship with satisfaction with co-workers ( $r=293$ ,  $p<0.05$ ) and satisfaction with supervisors ( $r=275$ ,  $p<0.05$ ). The results from the multiple

regression analysis showed that for every increase in interactional justice, job satisfaction responded by -0.645 units.

## 8.0 CONCLUSION

The relationship between organisational justice and job satisfaction is a dicey one, and results have been highly mixed. The ongoing debate as to the existence and direction of impact of organisational justice on job satisfaction makes research such as this very relevant. All dimensions of organisational justice exert varying levels of connection with aspects of job satisfaction. However, overall, distributive justice and interactional justice were found to significantly predict job satisfaction. This study hence concluded that the perception of workers regarding organisational justice underscores their satisfaction with different aspects of the job. The implication is that the management of organisations needs to pay attention to organisational justice and how they are perceived by the employees.

## 8.1 Recommendations

First, distributive justice, which focuses on the fair and square distribution of rewards, is integral. Organisations, through their HR, should come up with an effective incentive and reward system that reflects the efforts, performance, skills and qualifications of the employee.

Secondly, employee participation in decision-making, especially regarding how resources in the organisation are allocated, is essential. Employees should be made to have a certain level of influence on the outcomes arrived at by the procedures put in place. This gives employees a sense of belonging and attachment to the organisation. Most importantly, the organisation must uphold ethical and moral standards in their modus operandi. When employee perceives their organisation as highly ethical, they are compelled to act similarly.

Finally, communication is key and by nature, humans are social beings. The communication channel an organisation adopts is quite essential in shaping employees' perception of the organisation and influences the level of satisfaction. Management should provide for a communication-friendly environment where employees can easily reach out to their superiors and superiors can communicate effectively with their subordinates. This exchange and flow of information is essential in greasing social interaction and relationships within the organisation and certainly influences job satisfaction. Communication channels should be made open, and various communication tool options should be employed to allow for a seamless flow of communication. In addition to the aforementioned, regular meetings can promote two-way communication between junior staff members and supervisors. This could clear up misconceptions at work. These gatherings can also aid in defining the organisation's basic principles and objectives. It is also the responsibility of superiors to speak to their subordinates with grace and dignity.

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