

THE EFFECT OF ORGANIZATIONAL JUSTICE ON EMPLOYEE JOB SATISFACTION

USMAN KENNEDY NACHE
Distance Learning Centre
Ahmadu Bello University, Zaria
+2348136588449
kennedyusman@gmail.com

ABDULMALIK ABUBAKAR YUSUF
Department of Actuarial Science and Insurance
ABU Business School
Ahmadu Bello University, Zaria
+2348065346078
abubakarabdulmalik1985@gmail.com

&

HALIMA SHUAIBU
Distance Learning Centre
Ahmadu Bello University, Zaria
+2348069807220
saasalimsuleiman@gmail.com

Abstract

Job satisfaction and organizational justice are critical aspects of the HRM function of every organization that need diligent consideration if employees are to go over and beyond in the discharge of their duties to ensure continuous organizational effectiveness. Although job satisfaction is a very complex and multifaceted concept that is influenced by a wide range of variables that are related to individual, social, cultural, organizational and environmental factors. This study using the three-factor model of organizational justice seeks to ascertain the effect of organizational justice on job satisfaction in a manufacturing company in the Lekki Free Trade Zone (LFTZ) area of Lagos, Nigeria. The convenience sampling method was adopted to gather data using a Likert scale-based questionnaire, sent to 40 staffs of the organization out of a population of 258 employees. The response rate was 60% and the data was analyzed using SmartPLS 3.3. The study findings revealed that distributive justice had the greatest impact on job satisfaction while procedural justice had a moderate effect and interactional justice had the least effect; this provides an insight to the management of the organisation and others within and outside the LFTZ area on the way to go to improve employee job satisfaction.

Keywords: Job satisfaction, Organizational justice, Lekki Free Trade Zone, SmartPLS, Manufacturing company.

1. Introduction

Organizations are essentially structured systems composed of a group of people with a common goal (Akram et al, 2015). This goal usually has to do with the creation of value to

various members of the society (Umar & Yusuf, 2018). In order for organisations to survive, thrive and continue to create and deliver this value to their stakeholders, according to Mullins (2007), Lofti & Pour (2013) it is imperative that the HRM function structure and design jobs in ways that impacts employees sense of job satisfaction as they contribute to organizational effectiveness (Akram et al, 2015).

Job satisfaction often viewed generally as an employee's attitude towards work has been a focus of several studies, attracting the attention of scholars and researchers in areas where it is considered as both an important predictor of negative and positive work outcomes including turnover and productivity (Khalifa & Truong, 2010). As it is a complex and multifaceted concept, which holds different meanings to different people, according to Mullins (2007) & Yaghoubi et al. (2012), the level of job satisfaction experienced by employees is often affected by a wide range of variables that are related to individual, social, cultural, organisational and environmental factors; making it very difficult to measure. However, this study seeks to view job satisfaction within the context of the organizational factors influencing it by critically examining employees' perception of fairness and equity which is often termed as organizational justice. In other words, this study aims to view, determine and express job satisfaction (the criterion) as a function of organisational justice (the predictor). While previous studies done by Laith et al. (2019); Garba et al. (2017) and countless others were based on Maslow's hierarchy of needs and Herzberg's two factor theory which are content theories of motivation that focus on a list of items that need to be present to ensure motivation, job satisfaction and performance. However, these theories do not really capture or account for preferential treatment in procedures, interaction and distribution of rewards experienced by some employees as perceived by others due to cultural, religious, racial, gender, educational or other differences as they interface directly with their immediate boss and with the organization. As this perceived preferential treatment (injustice) has detrimental effects on job satisfaction, because it negatively impacts the motivation and dedication of employees leading to low morale, absenteeism and turnover (Lofti & Pour, 2013). This study is based on the theory of equity (a process theory of motivation) which according to Mullins (2007) recognizes the greater complexity of work motivation and consider in more detail the wider relationships and dynamics involving motivation, job satisfaction and performance; as it seeks to gauge the perception of employees about their contributions to the organization relative to their rewards and the contribution of other employees.

Lofti & Pour (2013) studied the relationship between organizational justice and job satisfaction among the employees of Tehran Payame Noor University and found that organisational justice contributed about 44% of the variable changes in job satisfaction. This implies that organisational justice has a significant effect on job satisfaction as the remaining 56% was contributed by other factors including but not limited to individual, social, cultural and environmental factors as presented by Mullins (2007). Laith et al. (2019) studied the effect of organizational justice on job satisfaction among secondary school teachers in Anbar Iraq and found that organizational justice had a 50% contribution to the job satisfaction of the teachers in the province. While Ali (2016) who studied the impact of organizational justice on intrinsic and extrinsic performance reported that organizational justice contributed to about 62% and 38% of the intrinsic and extrinsic performance of the staff of Kinabalu Polytechnic, Malaysia. From the results of these studies and numerous others conducted in this area, it is clear that

organizational justice has a strong positive effect on job satisfaction. However, only few of these were reported in West African countries. Thus, the need to examine this topic in Lekki Free Trade Zone area of Lagos State Nigeria, recently viewed as the fastest growing Free Zone in Africa. Furthermore, it is expected that this study will not only be an addition to the body of research on this topic, however, it will also provide insights about the components of organizational justice that need to be improved upon by the management of the organization and others within and outside the LFTZ area in order to ensure organizational effectiveness, the economic growth of Nigeria and West Africa.

2.0 Literature Review

2.1 Theoretical Review

While the Herzberg's two factor theory is essentially a theory of job satisfaction proposed by Frederick Irving Herzberg on the completion of several interviews with Accountants and Engineers in 1959, holds that motivation and job satisfaction are a function of two factors often referred to as the motivator-hygiene factors (Mullins, 2007; Garba et al., 2017). It is a content theory of motivation which focuses on a list of items that have to be present to ensure motivation, job satisfaction and performance. However, Mullins (2007) argues that the process theories of motivation recognise the greater complexity of work motivation and consider in more detail the wider relationships involving motivation, satisfaction and performance. Furthermore, the process theory that expressed the earliest idea of organizational justice and its relationship with motivation and job satisfaction is the theory of equity developed by John Stacey Adams in 1963, which according to Pan et al. (2018) suggests that employees are often comparing the ratios of their perceived contributions to the rewards received with the corresponding ratios of other employees in a way that when a gap between these ratios is perceived a sense of dissatisfaction is felt which often results to the alteration of their contributions in order to achieve a preferred balance (Hamman-Fisher, 2009). This study will therefore be guided by the theory of equity.

2.2 Empirical Review

Hamman-Fisher (2009) studied the relationship between job satisfaction and organisational justice amongst academic employees in agricultural colleges in South Africa and found a statistically significant positive relationship between job satisfaction and organisational justice perceptions which varied based on the level of employee with lower level employees being more negative with respect to both variables. The results of this study also indicated that the demographic variables of age and gender are good predictors of job satisfaction and organisational justice perceptions for the younger group of employees than the older employees. Yaghoubi et al. (2012) using the three factor model of organisational justice analyzed the correlation between organisational justice and job satisfaction in a furniture manufacturing company in Iran and found; a positive relationship between organisational justice and job satisfaction, and a significant relationship between the age of respondents and their perceptions of organisational justice which is in line with the findings of Hamman-Fisher(2009) who asserted that demographic variables including age and gender are good predictors of job satisfaction and organisational justice perception. Jain & Mathur (2015) studied the relationship between organisational justice, employee engagement and job satisfaction in Gwalior, India, and reported a positive association between organisational justice, employee engagement and job satisfaction. Akram et al. (2015) using the two-factor

model of organisational justice examined the impact of organisational justice on job satisfaction of banking employees in Pakistan and reported that distributive justice had positive and substantial control on job satisfaction while procedural justice had a minor indirect relationship with job satisfaction. Jufrizen & Kanditha (2021) studied the effect of organisational justice on employee performance by job satisfaction as an intervening variable and reported that organisational justice had a positive and significant effect on the performance of the employees while job satisfaction had a positive and insignificant effect on employee performance of the regional financial and asset management agency of North Sumatra Province, Indonesia. Garba et al. (2017) studied the effect of organisational justice on employees' job satisfactions of Kano State Polytechnic, Nigeria, using the three-factor model of organisational justice and reported that organisational justice had a significant contribution to job satisfaction with procedural justice having the highest effect on Job satisfaction followed by distributive justice and interactional justice having the least effect on job satisfaction. Lofti & Pour (2013) examined the relationship between organisational justice and job satisfaction among the employees of Tehran Payame Noor University, Iran using the three factor model of organisational justice and reported a significant relationship between organisational justice and job satisfaction with the dimensions of organisational justice impacting job satisfaction according to the order $PJ > DJ > IJ$. This is in line the findings of Garba et al (2017) who also reported that the dimensions of organisational justice impact job satisfaction according to the order $IJ > DJ > PJ$. However, Bakotic & Bulog (2021) carried out a similar study termed organisational justice and leadership behaviour orientation as predictors of employees' job satisfaction in Croatia; also using the three-factor model of job satisfaction and reported that organisational justice had a significant effect on job satisfaction with the dimensions of organisational justice impacting job satisfaction according to the order $IJ > DJ > PJ$. This is the direct opposite of the findings of Garba et al. (2017); Lofti & Pour (2013). Laith et al. (2019) studied the effect of organisational justice on job satisfaction among secondary school teachers in Anbar, Iraq, and reported that procedural justice had no significant effect on job satisfaction while distributive and interactional justice was found to have a positive effect on job satisfaction which they asserted may be due to the environment and policy of public schools which is directly related to the government policy on promotions, salary, employment etc. Due to the difference in environmental context the findings of these studies which were conducted in other parts of the world may not be appropriately relevant to the Lagos, Nigeria setting. Furthermore, there is a need to conduct research on the effect of organizational justice on job satisfaction in the Lekki Free Trade Zone (LFTZ) context to determine the nature of the relationship using the three-factor model of organisational justice. Therefore, this study is meant to determine the effect of organizational justice on employee job satisfaction of a manufacturing company in LFTZ, Lagos, Nigeria.

2.3 Conceptual Framework

2.3.1 Job satisfaction

Sethi (2018) viewed job satisfaction as an individual's feelings and attitude toward their job. While Laith et al. (2019) viewed job satisfaction from a reward perspective as they asserted that employees feelings towards job satisfaction is the difference between the rewards and appreciation that they received and what they expected to receive. However, Yaghoubi et al. (2012) held the view that job satisfaction, generally recognized as a multifaceted construct that includes employee feelings about a variety of both intrinsic and extrinsic job elements

encompasses specific aspects of satisfaction related to pay, benefits, promotion, work conditions, supervision, organizational practices and relationships with co-workers. Job satisfaction can be positive or negative depending on the feelings and attitudes of individuals towards their job (Laith et al., 2019).

Furthermore, as the level of inherent satisfaction of individuals influences the satisfaction they derive from their jobs; employees with a high level of satisfaction may exhibit positive feelings and attitude towards their jobs while those with low level of satisfaction may exhibit negative feelings and attitudes towards their jobs. This is in accordance to the writings of Mullins (2007) who reported that individual factor(s) have direct impact on job satisfaction. It therefore goes without saying that organizations with employees that possess high level of job satisfaction stand to gain more from their employees than organizations with employees that have low levels of satisfaction as it is believed that a satisfied worker is likely to be a productive one (Mullins, 2007). However, regardless of employees' positive attitudes, the level of satisfaction they derive from their job is mostly influenced by their experiences in the organization as they relate with others. When organizations make efforts to objectively implement their policies on equity and equality where employees are given adequate attention, resources, recognized and rewarded as contributing members of the organization there's a good chance that employees will perceive their organization to be just, this will instil in them some sense of achievement and importance as being more than just a cog in a machine. This will positively impact their job satisfaction.

2.3.2 Organizational justice

Organisational justice often defined as how fairly individuals are treated by their organization has been for about three decades developed to multidimensional variables (Pan et al., 2019). Organisational justice has gained relevance even today due to the need for equity and equality as the fair treatment of employees in workplace leads to creating a high level of trust in an organization which is particularly important as employees that are satisfied with their jobs often display tendencies and willingness to go over and beyond their prescribed duties in order to ensure organizational effectiveness (Lofti & Pour, 2019). In developing the theory of organizational justice, researchers have identified three main models including (a) two-factor model, namely distributive and procedural justice; (b) three-factor model, namely distributive, procedural and interactional justice; (c) four-factor model, namely distributive, procedural, interpersonal, and informational justice (Pan et al., 2018). However, as interpersonal and informational justice are essentially the division of interactional justice (Yaghoubi et al., 2012; Srivastava, 2015 & Laith et al., 2019). The three-factor model of organizational justice which includes distributive, procedural and interactional justice will be adopted for this study.

H1: Organisational justice affects job satisfaction

2.3.2.1 Procedural Justice

According to Laith et al. (2019) procedural justice considered as the root of social exchange refers to how fair the operations and procedures that an organization depends on to achieve its desired results are. While Akram (2015) viewed procedural justice as the assessment of the degree of equity associated with an organization's decision making processes. Pan et al. (2018)

and Laith et al. (2019) asserts that these processes and procedures could be more essential than the results itself as overly complicated processes that obstruct employees from achieving a goal has a significant impact on employees' cognitive, affective, and behavioural reactions toward the organization. Furthermore, as the processes taken to achieve desired results within an organisation are as important as the result itself, employees often appraise the procedures or processes regardless of the outcome and their perception of the fairness, openness or equity can potentially affect their level of job satisfaction.

H2: Procedural justice has an effect on job satisfaction

2.3.2.2 Distributive Justice

According to Pan et al. (2018) distributive justice has to do with the perceived fairness of the outcomes received by an employee. These outcomes which include: payments, benefits, discipline, promotion, job tenure etc. have great influences on job satisfaction, quality of work life, and organizational effectiveness. Laith et al. (2019) highlighted the difference between equality and equity as equality has to do with even treatment of employees regardless of their contribution to the organizations while equity refers to how employees are treated relative to their efforts and contributions to organisational effectiveness. As employees are always comparing their contributions and those of others with the rewards received, it is imperative that management at all levels work together closely to ensure the equitable distribution of rewards in order to impact employees job satisfaction and increase the likelihood of a heightened contribution to continuous organisational effectiveness.

H3: Distributive justice has an effect on job satisfaction

2.3.2.3 Interactional justice

According to Laith et al (2019) interactional justice refers to the extent to which subordinates are treated with respect and dignity by superiors while Yaghoubi et al. (2012) viewed interactional justice as the quality of interpersonal treatment received during the enactment of organizational procedures. In other words, interactional justice has to do with how people in places of power or seats of authority treat other employees when they interface to perform organisational functions. Furthermore, as most organisations today are essentially social-technical systems, it is imperative that employees at all levels within these organisations are viewed not just as tools or means to an end but treated with respect, dignity, given the right support and the resources they need to perform their duties as this will impact their job satisfaction and contribution to organisational effectiveness.

H4: Interactional justice has an effect on job satisfaction

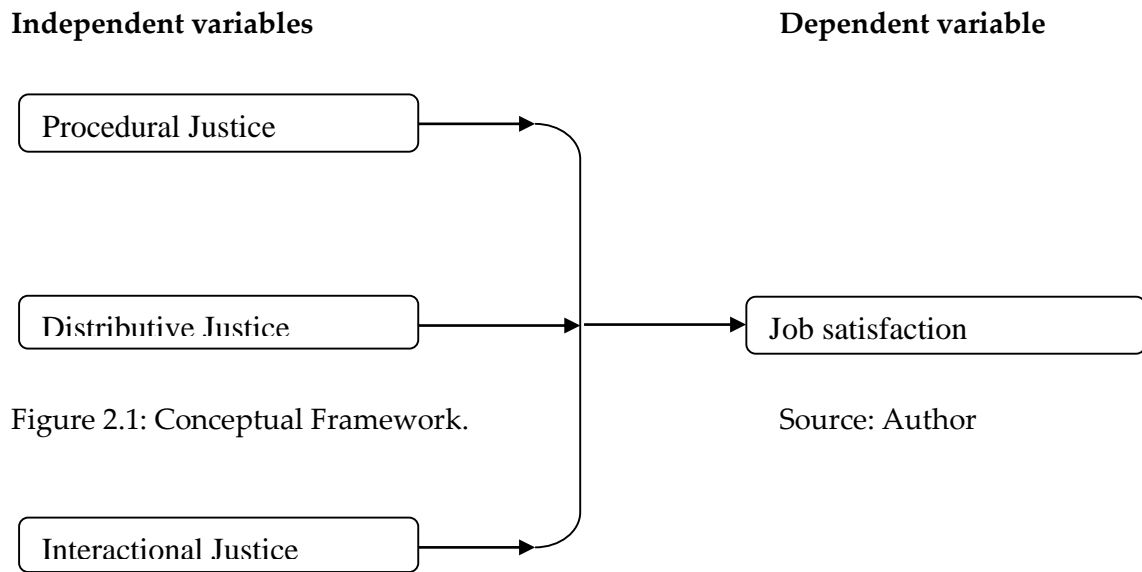


Figure 2.1: Conceptual Framework.

Source: Author

3.0 Materials and Methods

A descriptive approach to research was adopted for this study. This approach to research attempts to describe systematically a situation, problem, phenomenon, service or programme, or provide information or describe attitudes towards an issue (Sabo & Yusuf, 2018). Descriptive studies rely on pre-existing knowledge or theory to make a contribution to the existing body of knowledge rather than establish new knowledge (Garba et al., 2017). The population of the study consisted of two hundred and fifty eight (258) staff of the manufacturing company. Convenience sampling, a type of non probability sampling method that allows the selection of members of the population that are easiest to reach or contact was adopted to gather primary data through the use of structured close-end questionnaire with a formal list of questions asked of the entire respondents in the same way, based on the 1-5 Likert scale. This questionnaire was sent to forty (40) employees and twenty four (24) responses (60% response) were received from (4 females and 20 males) via Google forms. Structural equation modelling using Smart PLS 3.3 was used to analyze the data. The dependent variable was measured using the questionnaire developed by Fernand and Awamleh (2006) while the independent variables were measured using the questionnaires developed by Neihoff and Moorman (1993) (as cited in Herman-Fisher, 2009; Yaghoubi et al., 2012). The Cronbach's alpha for these scales were reported to be greater than 0.70 (Yaghoubi et al., 2012). The data analysis for this study will be completed in the following two stages:

1. Study of the measurement (outer) model:

The analysis of the measurement model involves testing the reliability (consistency) and validity (accuracy) of the constructs and their loadings unto their parent constructs which are the latent variables (Ringle et al., 2015). Here, the composite reliability, convergent validity and discriminant validity of the constructs will be determined (Hair et al., 2017; Jufrizen & Kanditha, 2021).

2. Study of the structural (inner) model:

The structural model aimed at testing the hypothesis of the study will be completed through the determination of the path coefficient, coefficient of determinant (R^2), the

effect size (measured by F^2) and the predictive relevance measured by Q^2 (Hair et al., 2017).

4.0 Result and Discussion

4.1 Measurement Model Analysis

Kothari (2004) highlighted Validity and Reliability as the two most important tests of a sound measurement. According to him, validity (the first test of a sound measurement) refers to the ability of a measurement instrument to measure what is desired while reliability (the second test of a sound measurement) refers to the ability of the measurement instrument to yield consistent results after a number of trials.

4.1.1 Construct Reliability

The reliability of the constructs is measured through the use of Cronbach's alpha and composite reliability. According to Yaghoubi et al. (2012) and Garba et al. (2017) the reliability of a study's constructs is considered satisfactory when Cronbach's alpha > 0.70 while Jufrizen & Kanditha (2021) assert that the composite reliability has to be > 0.60 .

Table 1.0 Cronbach's alpha and Composite reliability.

Constructs	Cronbach's alpha	Composite reliability
Distributive Justice	0.809	0.872
Interactional Justice	0.937	0.947
Job Satisfaction	0.878	0.911
Procedural Justice	0.786	0.852

Source: PLS-SEM (SmartPLS), 2021.

From the data presented in the table above, in this study the latent variables determined through their constructs are reliable as their Cronbach's alpha and composite reliability are within acceptable limits.

4.1.2 Construct Validity

There are two measures of Validity, they are:

i. Convergent validity

This refers to how well the loadings of individual constructs come together or converge to represent the measured latent variable. This is determined using the average variance extracted (AVE) which is given as

$$AVE = \frac{\sum_{i=1}^n \lambda^2}{n}$$

Where λ represents the loadings of the individual constructs.

It is expected that AVE has to be > 0.50 for convergent validity to be considered satisfactory (Jufrizen & Kanditha, 2021; Larnyo, 2021).

Table 2.0: Convergent validity

Constructs	AVE
Distributive Justice	0.632
Interactional Justice	0.666
Job Satisfaction	0.672
Procedural Justice	0.543

Source: PLS-SEM (SmartPLS), 2021.

From the table presented above, the convergent validity of the constructs is considered satisfactory, evident by AVE values that are all > 0.50.

ii. Discriminant validity

This has to do with the statistical difference between latent variables. As these latent variables are essentially the representation of the convergence of their measurement constructs, discriminant validity measures how well constructs load to their parent construct (latent variable) relative to other latent variables. Discriminant validity is currently widely measured using the Heterotrait-Monotrait ratio (HTMT) which has to be < 0.90 for the discriminant validity to be considered satisfactory (Jufrizen & Kanditha, 2021; Larnyo, 2021).

Table 3.0 Discriminant validity

Constructs	HTMT Ratio
IJ - > DJ	0.237
JS - > DJ	0.798
JS - > IJ	0.643
PJ - > DJ	0.447
PJ - > IJ	0.808
PJ - > JS	0.784

Source: PLS-SEM (SmartPLS), 2021.

From the table above, the discriminant validity of the constructs are considered satisfactory, evident by HTMT ratios that are all < 0.90.

4.2 Structural Model

While the measurement model is a reflection of the theory guiding a study, the constructs and scale developed to gather data, the structural model seeks to show and establish the relationship between latent variables (Jufrizen & Kanditha, 2021). Based on the writings of Hair et al, (2017) and Larnyo (2021), the structural model analysis employed for this study involves the following measures:

4.2.1 The path coefficients

The path coefficients include:

- The Beta value which represents the contribution or weight of impact of an independent variable on a dependent variable relative to other independent variables (Larnyo, 2021).
- T-value and p- value are indicators of the relationship between two variables. Furthermore, for the relationship between two variables to be considered significant and the null hypothesis accepted, the T-value has to be > 1.96 and the p- value > 0.05 for a significance level of 5% (Larnyo, 2021).

Table 4.0 Path coefficients.

Constructs	Beta value	T - value	P - value
Distributive Justice	0.548	4.137	0.000
Interactional Justice	0.261	1.440	0.151
Procedural Justice	0.322	1.904	0.058

Source: PLS-SEM (SmartPLS), 2021.

From the table 2.0 above, it is clear that distributive justice has the greatest impact on job satisfaction, evident with a Beta value of 0.548, a T – value >1.96 and a p – value < 0.005. This therefore means that the null hypothesis (*H3*) that distributive justice affects job satisfaction of employees is accepted. Furthermore, Procedural justice can be said to have a mild effect on job satisfaction evident by a Beta value of 0.322 a T- value of 1.904 which is a little < 1.96 and a p – value of 0.058 which is a little > 0.05 (*H2* partially accepted). However, interactional justice has the least effect on job satisfaction, evident by a Beta value of 0.261 a T – value of 1.440 < 1.96 and a p – value of 0.151 > 0.05 (*H4* rejected).

- iii. The coefficient of determinant (R^2) often expressed as R-squared represents the variance in the dependent variable that is explained by the independent variable(s) (Jufrizen & Kanditha, 2021). In other words, R-square represents the contributions of the independent variables to the dependent variable. It is often used to predict if a model is good or bad. Furthermore, when several independent variables are involved in a study there is bound to be errors, in such a case, a corrected coefficient of determinant R-square adjusted is used. According to Larnyo (2021) if the value of $R^2 = 0.75$, the model is substantial (strong); if the value of $R^2 = 0.50$, the model is moderate; and lastly, if the value of $R^2 = 0.25$, the model is weak (bad).

Table 5.0 The coefficient of determinant (R-square)

	R-square	R-square adjusted
Job satisfaction	0.772	0.738

Source: PLS-SEM (SmartPLS), 2021.

From the table 5.0 above, as the value of the R^2 is $0.772 > 0.75$, the model is substantially strong (*H1* is accepted).

- iv. The effect size (F^2) also often expressed as F-square represents the change in R-square when an independent variable is removed from the model. When $F^2 \leq 0.02$ the effect is small; if $F^2 = 0.15$ the effect is medium but when $F^2 \geq 0.35$ the effect is large (Jufrizen & Kanditha, 2021).

Table 6.0 The effect size (F- Square).

	Job satisfaction
Distributive justice	1.150
Interactional justice	0.139
Procedural justice	0.194

Source: PLS-SEM (SmartPLS), 2021.

From the table above, the F-square value for distributive justice was found to be 1.150 which is significantly > 0.35; this implies that its removal from the model will greatly affect the value of R-square. Furthermore, the F-square for procedural justice is 0.194 which is > 0.15; this also implies that its removal from the model will have a somewhat medium effect on the value of R-square. While the F-square value for interactional justice which is 0.139 implies that its removal from the model will have the weakest result on the value of R-square.

- v. Predictive relevance is established through the measure (Q^2). According to Hair et al, (2017), Q^2 values of 0.02, 0.15 and 0.35 shows that a model has small, medium or large predictive relevance respectively.

Table 7.0 Predictive relevance

	Q ²
Job satisfaction	0.455

Source: PLS-SEM (SmartPLS), 2021.

For this study the Q² value was gotten to be 0.455 which is significantly > 0.35. This therefore means that this model has substantial predictive relevance.

5.0 Discussion

Based on the results obtained upon the development of the measurement and structural models in SmartPLS, it is obvious that organisational justice has a statistical significant influence on the job satisfaction of employees; hence the hypothesis *H1* is accepted. As the three-factor model of organisational justice was used for this study, based on the R-square adjusted value of 0.738 which was obtained it therefore means that the dimensions of organisational justice contributes to about 73.8% of the job satisfaction of employees of the organisation while other variables which were not measured in this study contributed the remaining 26.2% to job satisfaction. Distributive justice was seen to have the greatest impact on job satisfaction (*H3* accepted) while procedural justice had a moderate effect (*H2* partially accepted) and interactional justice had the least effect (*H4* rejected); this provides an insight to the management of the organisation on the way to go to improve employee job satisfaction. Furthermore, within the Nigerian context, Garba et al. (2017) who also studied the relationship between organisational justice and job satisfaction in Kano state polytechnic reported that the dimensions of organisational justice affected job satisfaction according to the order PJ > DJ > IJ. This is somewhat similar to the findings of this study (DJ > PJ > IJ) which was completed in a manufacturing firm in LFTZ, Lagos state.

Furthermore, based on the measurement model, since the reliability and validity of the constructs were found to be statistically significant it therefore implies that the measurement scales developed by Fernand & Awamleh (2006) and Neihoff & Moorman (1993) for measuring job satisfaction and organisational justice respectively, prove effective in measuring the desired constructs while the underlining theory guiding this study (the theory of equity) provides a good representation of the relationship between organisational justice and job satisfaction. This is in line with the writings of Mullins (2007) who asserted that the process theories of motivation recognise the greater complexity of work motivation and consider in more detail the wider relationships involving motivation, satisfaction and performance.

5.1 Conclusion and recommendation

Based on the findings of this study, it can be concluded that organisational justice through its dimensions significantly affects job satisfaction. Distributive justice was seen to have the greatest impact on job satisfaction while procedural justice had a moderate effect and interactional justice had the least effect.

While these findings are relevant to the management of the organization and others within and outside the LFTZ area, it should be noted that the convenience sampling method (a non probability sampling method) was used to collect data and as such, these findings may not particularly be the most accurate reflection of the entire population of the organization and

the LFTZ area. It is thus recommended that subsequent studies should employ a probability sampling method on a wider scale within the LFTZ area.

References

Journal articles

- Ali, B. S. H. (2016). The Impact of Organizational Justice on Employee Intrinsic and Extrinsic Performance : A Case Study in Kota Kinabalu Polytechnic, Malaysia. *Kuwait Chapter of Arabian Journal of Business and Management Review*, 5(11), 1–12. <https://doi.org/10.12816/0031599>
- Bakotić, D., & Bulog, I. (2021). Organizational justice and leadership behavior orientation as predictors of employees job satisfaction: Evidence from Croatia. *Sustainability (Switzerland)*, 13(19). <https://doi.org/10.3390/su131910569>
- Yaghoubi, E., Mashinchi, S. A., Ahmad, E., Hadi, A., & Hamid, E. (2012). An analysis of correlation between organizational justice and job satisfaction. *African Journal of Business Management*, 6(3). <https://doi.org/10.5897/ajbm11.1622>
- Garba, M. M., Abubakar, S. L., Abdullahi, M. S., Abubakar, M. A., & Nuhu, M. S. (2017). The effect of Organizational Justice on Employees Job Satisfaction in Kano State Polytechnic, 4(2), 150–158. Retrieved from www.textroad.com
- Hair, J. F., Hult, G. T., Ringle, C., & Sarstedt, M. (2017). *A Primer on Partial Least Squares Structural Equation Modeling (PLS-SEM)* - Joseph F. Hair, Jr., G. Tomas M. Hult, Christian Ringle, Marko Sarstedt. Sage.
- Hamman-Fisher, D. A. (2008). The relationship between job satisfaction and organisational justice amongst academic employees in agricultural colleges in South Africa, (March), 1–296.
- Jain, M., & Mathr, G. (2015). Effect of Organization Justice and Employee Engagement on Job satisfaction. *International Journal Of Core Engineering & Management*, 2(3), 194–203.
- Jufrizen, J., & Kanditha, E. S. (2021). The effect of organizational justice on employee performance by job satisfaction as an intervening variable. *Jurnal Kajian Manajemen Bisnis*, 10(1), 1. <https://doi.org/10.24036/jkmb.11219200>
- Khalifa, M. H. E., & Truong, Q. (2010). The Relationship between Employee Perceptions of Equity and Job Satisfaction in the Egyptian Private Universities. *Journal of Business and Economics*, 3(5), 135–150.
- Laith, A., Alaa, J., & Abd, R. (2019). The effect of organizational justice on job satisfaction among secondary school teachers. *International Review*, (3–4), 82–90. <https://doi.org/10.5937/intrev19030821>
- Latif, K. F., Bunce, L., & Ahmad, M. S. (2021). How can universities improve student loyalty? The roles of university social responsibility, service quality, and “customer” satisfaction and trust. *International Journal of Educational Management*, 35(4), 815–829. <https://doi.org/10.1108/IJEM-11-2020-0524>
- Lotfi, M. H., & Pour, M. S. (2013). The Relationship between Organizational Justice and Job Satisfaction among the Employees of Tehran Payame Noor University. *Procedia - Social and Behavioral Sciences*, 93, 2073–2079. <https://doi.org/10.1016/j.sbspro.2013.10.168>
- Pan, X., Chen, M., Hao, Z., & Bi, W. (2018). The effects of organizational justice on positive organizational behavior: Evidence from a large-sample survey and a situational experiment. *Frontiers in Psychology*, 8(JAN), 1–16. <https://doi.org/10.3389/fpsyg.2017.02315>

- Pio, L., Cavaliere, L., Elizabeth, M., & Kankaew, K. (2021). The Impact of Leadership on Organizational Justice on Employees Turnover Intention Addressing the Three Dimensions of Organizational Justice The Impact of Leadership on Organizational Justice on Employees Turnover Intention Addressing the Three Dimensions of Organizational Justice, (February 2022).
- Salsabila, A. A., Fakhri, M., Silvianita, A., Wardhana, A., & Saragih, R. (2021). The effect of organizational culture and work motivation on employee job satisfaction. *Proceedings of the International Conference on Industrial Engineering and Operations Management*, (June), 5724–5731.
- Sethi, M., Iqbal, H., & Rauf, M. O. (2005). Relationship between Perceived Organizational Justice and the Employees Job Satisfaction. *Abasyn*, 7(1), 100–117.
- Srivastava, U. R. (2015). Multiple Dimensions of Organizational Justice and Work-Related Outcomes among Health-Care Professionals. *American Journal of Industrial and Business Management*, 05(11), 666–685. <https://doi.org/10.4236/ajibm.2015.511067>
- Tan, K. L., & Yeap, P. F. (2021). The impact of work engagement and meaningful work to alleviate job burnout among social workers in New Zealand. *Management Decision*, (November). <https://doi.org/10.1108/MD-05-2021-0689>
- Tawfig, N. F., & Kamarudin, S. (2022). Influence of Organizational Culture, Sustainable Competitive Advantages, and Employees' Commitment on Strategic Human Resources Management in the Banking Sector of Saudi Arabia. *Business Management and Strategy*, 13(1), 13. <https://doi.org/10.5296/bms.v13i1.19359>

Books

- Kothari, C.R. (2004) *Research Methodology, Methods and Techniques*. (Rev. 2nd ed.). Wiley Eastern Limited, New Delhi.
- Mullins, L. J. (2007). *Management and Organisational Behaviour*. 837. <http://books.google.com/books?id=1XEMx7q1RikC&pgis=1>

Course notes

- Umar, S. & Yusuf, A. (2018). *Organisational design and dynamics* [Course notes]. ABU Distance Learning Centre, BUAD 831 <https://abudlc.vigilearnlms.com/course/organizational-design-dynamics-101>

Power Point slides

- Larnyo, E. (2021). *PLS-SEM using SmartPLS* [PowerPoint slides]. ResearchGate. https://www.researchgate.net/publication/354646699_PLS-SEM_Analysis_Using_SmartPLS_3

Software

- Ringle, C. M., Wende, S., and Becker, J.-M. 2015. "SmartPLS 3." Boenningstedt: SmartPLS GmbH, <http://www.smartpls.com>.