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## **THE INFLUENCE OF ORGANISATIONAL JUSTICE ON EMPLOYEE PERFORMANCE IN THE ORGANISED PRIVATE SECTOR OF THE NIGERIA ECONOMY**

**Abstract.** This study investigates the influence of organizational justice on employee performance within Nigeria's organized private sector. Utilizing a quantitative research design, data were collected from 107 respondents via an online survey distributed through email and social media. The findings reveal significant positive correlations between distributive justice and employee performance ( $r = 0.674$ ,  $p < 0.000$ ), procedural justice and employee performance ( $r = 0.718$ ,  $p < 0.000$ ), and interactional justice and employee performance ( $r = 0.681$ ,  $p < 0.000$ ). These results indicate that fair distribution of rewards, transparent decision-making processes, and respectful interpersonal interactions enhance employee performance. The study suggests that organizations should implement equitable remuneration structures, regularly review reward programs, and establish recognition initiatives to boost employee performance.

**Keywords:** Distributive justice, Employee Performance, Interactional justice, Nigeria Economy, Organised Private Sector, Procedural justice

### **1. Introduction**

In today's competitive business landscape, organizations worldwide are increasingly recognizing the pivotal role of organizational justice in fostering employee performance and overall success. This is more so, especially in recent times, as the business environment globally has been volatile, uncertain, complex, and ambiguous (VUCA), and the Organised Private Sector (OPS) in Nigeria is not exempted from this reality (Demirbas. Can and Arabaci: 2022 Can et al, 2023). In the context of the organized private sector of the Nigerian economy, where businesses face numerous challenges such as; multiple taxations, inadequate, unpredictable, and unstable foreign exchange, increasing cost of doing business, corporate governance imbroglio, unstable and unfavourable government policies, customer apathy, political and cultural unrest and many more which have contributed to the turbulence being experienced in the OPS, an understanding of the influence of organizational justice on employee performance is crucial for sustainable growth and competitiveness (Asu et al (2021).

The need for organizational justice in influencing employee performance has roots that extend back through the evolution of organisational psychology, management theory, and societal changes from the Early Management Theories of the Late 19th to the Early and Late 20th Century and to the present. While the early management theories focused primarily on efficiency and productivity, often neglecting the human aspect of work, the Human Relations Movement, led by researchers like Elton Mayo, highlighted the importance of social factors in the workplace, and studies such as the Hawthorne experiments revealed that factors like recognition, attention, and fair treatment significantly influenced employee productivity and satisfaction (Kwok-Angus, 2014). The Equity theory, proposed by J. Stacy Adams in the 1960s, suggested that individuals compare their inputs

(effort, time, skills) and outcomes (rewards, recognition) to those of others, and when perceived inequalities arise, employees may experience feelings of inequity, leading to reduced motivation and performance. According to Przęczek et al. (2021), building upon equity theory, the organizational justice theory of the 1970s-1980s emerged as a framework for understanding fairness perceptions in the workplace and Researchers such as Jerald Greenberg delineated three main components of organizational justice: distributive, procedural, and interactional justice.

Furthermore, as time progressed, there was a societal shift towards greater awareness of social justice issues, diversity, and inclusion which have influenced organizational norms and expectations regarding fair treatment of employees especially now with an increasingly globalized and competitive business environment, organizations recognize the strategic importance of maximizing employee performance and engagement as fair and just treatment of employees is not only a moral imperative but also a business necessity for attracting and retaining talent and maintaining a positive organizational reputation (Marshev, 2021).

Therefore, the history of the need for organizational justice on employee performance reflects a progression from an early emphasis on efficiency to recognition of the critical role of fairness, respect, and equity in driving individual and organizational success. As organizations continue to evolve, the pursuit of organizational justice remains a fundamental aspect of promoting employee well-being, engagement, motivation, perception, and performance in the modern workplace, also, guaranteeing the survival and sustainability of any business entity (Swalhi et al., 2017). Agrawal, (2012) opined that the ability of employees to perceive the organization they work for as being fair, equitable, and transparent is more than enough to drive productivity, efficiency, and impact on bottom-line profitability. Also, employees with a high perception of organizational justice tend to develop a positive attitude, demonstrate loyalty, and enjoy serving the organization while those with a negative perception tend to show behaviours that could jeopardize the existence and longevity of such an organisation through their poor commitment and disengagement which could negatively impact their productivity and performance (Özbek et al., 2016).

In the same vein, the Organised Private sector is the most critical in the Nigerian economy and accounts for 90% of the Nation's gross domestic product (Osinbajo, 2018 : Can and Tursunbadalov. 2019). Various studies have demonstrated that when employees are not treated fairly, their output suffers as a natural response to unfair treatment and affects the overall commitment to the ethos of the organization (Iqbal et al., 2017). Therefore, there is the need to maximize the potential of human resources, create an enabling environment for them to strive, and enable them to impact the productivity and efficiency of the OPS, this is why organisational justice is critical to the way employees perceive their organization's commitment, fairness, and display of equity by the management of its human resources, customers, vendors, and other stakeholders (Ghosh et al., 2017).

The concept of organisational Justice in connection to employee performance has garnered a wide range of research interest. Despite tremendous progress in the topic, it is difficult to determine which type of organisational justice (distributive, procedural, or interactional) influences employee performance the more. Rather than generalizing, this research examined the extent to which each organisational justice variable influences employee performance in Nigeria's private sector.

### **Research Questions**

- i. What is the relationship between distributive justice and employees' performance?
- ii. What is the relationship between procedural justice and employees' performance?
- iii. Is there any significant relationship between interactional justice and employees' performance?

### **Research Objectives**

- i. Examine the relationship between distributive justice and employee performance.
- ii. Determine the relationship between procedural justice and employee performance.
- iii. Ascertain the significance of interactional justice in influencing employee performance.

### **Research Hypotheses**

- H<sub>01</sub>** There is no significant relationship between distributive justice and employees' performance
- H<sub>02</sub>** No relationship exists between procedural justice and employees' performance
- H<sub>03</sub>** No significant relationship exists between interactional justice and employees' performance

## **2. Literature Review**

### **2.1 Conceptual Review**

#### **Organisational Justice**

Humans are "social animals" that engage in social relationships with others and with organizations. They give these interactions their time and attention, collaborate or compete with one another, and display acts of affection, solidarity, or aggressiveness. People want their activities, work, and devotion to be valued and to yield the desired results, regardless of their underlying motivations. Within the context of organizations, these advantages could include compensation, incentives, social recognition, or other expressions of gratitude from coworkers, especially superiors. The employee's perception of the organization as a fair player is contingent upon the degree to which their work is valued by the organization. When an employee evaluates the organization in this way, they unknowingly move into the managerial domain known as organizational justice (Przęczek, et al. 2021). Justice is a fundamental concept in ethics, law, and society, aiming to uphold fairness, equality, and the protection of rights for all individuals. It involves treating individuals fairly and impartially, ensuring that they receive what they are due or entitled to. According to Wahby et al. (2022), justice can be understood as an action or decision that is considered morally right, taking into account the ethical, religious, equitable, fair, or legal aspects. Adamovic (2023) opined that studying how workers feel about justice at work is known as organizational justice. Pracha, et al. (2020) asserted that organizational justice is regarded as a crucial element in comprehending organizational behavior; it emphasizes the decisions made by managers, perceived equality, the impact of justice, and the relationship, somewhat objectively, between individuals and their surroundings in organizations.

Most literature reported that the concept of organisational justice emanated from Adam's equity theory (Adam, 1965) which argued that employees do conduct a comparative analysis of their perceived inputs to the organisation with their outputs and that of their colleagues. The input, in this case, includes their time, expertise, effort, competencies, years of experience, cooperation, etc. and their output refers to their rewards and benefits such as promotion, awards, recognition, pay rise, training & development opportunities, career advancement opportunities and other job-related resources that enhance their performances on the assigned roles (Pracha, et al. 2020 & Ghosh et al., 2017). It is about judging the contribution-outcome ratio that is equivalent to that of their colleagues. (Przęczek et al. 2021 & Baldwin, 2006).

Moral and ethical considerations make justice in business and the workplace crucial. Business and financial scandals serve as examples of this, such as the exploitation of third-world populations by multinational textile companies (Global Slavery Index, 2018), CEOs of loss-making companies receiving multimillion-dollar compensation (The New York Times, 2020), the prevalence of tax havens (Transparency International, 2019), bribery and corruption in numerous nations, and the most recent cryptocurrency scams (Financial Times, 2022). Not only is it morally right to act justly, but it also presents a desirable financial opportunity. Justice is a useful tool that managers may utilize to improve workers' job performance, organizational affiliation, and job satisfaction. Additionally, it lessens the likelihood that workers may want to leave their jobs, feel the need to take revenge, and participate in unproductive work practices like stealing or dispute. Additionally, treating employees fairly is a prerequisite for developing productive working relationships with them, and doing so will enhance managers' reputations as better individuals and leaders (Adamovic, 2023).

#### **Distributive Justice**

Distributive, procedural, and interactional justice are the three interconnected subdivisions of organizational justice (Zeki et al. 2019). Perceived fairness in the output that employees receive is known as distributive justice (Pracha, et al. 2020, Zeki et al. 2019 & Cropanzano et al., 2007 & Xu, et al. (2024). Distributive fairness is viewed by employees if they receive rewards or penalties solely for their actions and if all employees within the same organization receive the same treatment when it comes to resource allocation (Rahman et al., 2016). Therefore, Distributive Justice is about what persons obtain. It speaks to the equity of the results obtained from the allocation of decisions (Goodfaith, et al. 2021). Distributive justice addresses employment-related outcomes that impact people's attitudes, such as job satisfaction in cases where resources are allocated fairly and justly, and negatively impacts turnover intentions in cases where resources are allocated unfairly. Since any perception of unfairness in this regard causes employees to exert less effort in their organizational engagement, incentives, and penalties must be regarded as being administered impartially to accomplish distributive justice. Comparatively speaking, distributive justice refers to how fairly employees view the results they receive from the company, including compensation, recognition, advancement, performance reviews, and rewards that can be given out based on contributions, needs, or equity. Each employee can assess how fair the distribution is by comparing it to that of other employees. Additionally, people would cognitively misrepresent their own or other people's input and outcomes if they felt that these findings were unfair (Goodfaith, et al. 2021).

### **Procedural Justice**

According to Shiba (2021) and Cohen-Charash et al. (2001), procedural justice is the fairness that is thought to exist in the processes and procedures used to decide resource allocation. In this sense, even if employees are not happy with the outcome, they have a feeling of fairness in the processes and procedures that produce the outputs. Therefore, it is crucial to take into account both the formal decision-making processes that are used to arrive at the decisions and the decisions themselves. Workers often question how their bosses or organizations have made decisions, especially when there are unfavourable results. Procedural justice, the fairness of decision-making processes, is their area of focus. The perceived fairness of the processes that govern the distribution of results is known as procedural justice. This is now how procedural justice is commonly defined. The following six norms serve as prerequisites for creating just procedures: consistency, bias suppression, accuracy, correctability, representativeness, and ethicality (Adamovic, 2023, Shiba, P. S. 2021 & Chen et al., 2015).

### **Interactional Justice**

Interactional justice is a concept within organizational psychology and management that refers to the fairness of interpersonal treatment that individuals receive in organizations. It focuses on how people perceive the fairness of the processes and interactions within an organization, particularly in terms of respect, dignity, and consideration. Adamovic,(2023) opined that that there are two main components of interactional justice; Interpersonal Justice is the aspect of interactional justice concerned with the fairness of the treatment received by individuals from authorities or decision-makers within the organization. It involves the extent to which individuals are treated with politeness, dignity, and respect during interpersonal interactions while Informational Justice refers to the fairness of the explanations and communications provided by authorities or decision-makers within the organization. It involves the extent to which individuals receive explanations for decisions, are provided with information relevant to their role, and have the opportunity to express their views and concerns. When interactional justice is high, employees tend to perceive their workplace as fair and are more likely to be satisfied, committed, and motivated. Conversely, when interactional justice is low, it can lead to feelings of resentment, mistrust, and disengagement among employees. Organizations that prioritize interactional justice typically foster a culture of respect, open communication, and transparency, which can contribute to better employee morale, productivity, and overall organizational effectiveness (Shiba, 2021).

## **Employees Performance**

In today's competitive business landscape, the performance of employees plays a pivotal role in determining the success and sustainability of organizations. As businesses navigate through challenges posed by globalization, technological advancements, and evolving consumer demands, the need to optimize employee performance has become more critical than ever (Can et al, 2022).. Organizational capability and performance are significantly determined by the competencies, skill sets, and capacity of its human resources, therefore making the employees the most significant and valuable asset of the organisation. Hence, their perceptions of how the affairs of a business entity are conducted impact their well-being and by extension their contributions and performances (Pracha, et al. 2020 & Ellinger et al, 2003). Harter et al., (2002) and Pracha, et al. (2020) opined that employees' job satisfaction impact on their performance and achievement of organisational goals which is why the influence of organisational justice on employee performance cannot be over-emphasized. Performance is a metric used by organizations to assess the outcome of the tasks and responsibilities assigned to the employees (Rusmiati & Fitriani, 2021). Employee performance is also critical to the organisational success; so, each employee is expected to ensure that the organisational vision and goals are achieved (Bastari et al. 2020 & Bakar, 2018). Several studies have introduced several ways to assess organizational performance (Eliyana & Sridadi 2020 & Wong & Wong, 2007). This comprises the individual's quality, quantity, knowledge, or inventiveness toward completed activities that comply with the obligation throughout a given period. In other words, evaluation systems must have standard parameters that are reliable over a period. Basit (2017) and Bastari et al. (2020) asserted that employee performance is the actions taken by employees to perform the work assigned to them by the organisation.

Therefore, maximizing employee performance is a multifaceted endeavour that requires a strategic approach and ongoing commitment from organizational leaders. By setting clear expectations, providing feedback and recognition, investing in training and development, promoting work-life balance, ensuring organizational justice, and fostering a positive organizational culture, organizations can create an environment where employees thrive and contribute to the achievement of organizational objectives. As businesses continue to adapt to evolving market dynamics, prioritizing employee performance remains paramount in driving sustainable success (Saks & Gruman, 2020).

## **Organisational Justice and Employee Performance**

In the realm of organizational psychology, the concept of organizational justice has emerged as a crucial factor influencing employee attitudes, behaviours, and overall performance. Organizational justice pertains to the perceived fairness in the workplace, encompassing the distribution of rewards, procedures, interpersonal treatment, and informational transparency. Recent studies have underscored the significant impact of organizational justice on employee performance across various dimensions. Research by Colquitt et al. (2007) highlights that employees who perceive their organizations as fair are more likely to exhibit higher levels of job satisfaction, organizational commitment, and job performance. This positive relationship between organizational justice and employee performance holds across different cultural and organizational contexts, emphasizing its universal relevance. For example, Distributive justice refers to the fairness of outcomes or reward allocation in the workplace. Employees assess distributive justice based on perceptions of whether they receive equitable treatment in terms of pay, promotions, and other rewards. A recent meta-analysis by Cropanzano et al. (2023) found a robust association between distributive justice perceptions and various performance outcomes, including task performance, citizenship behaviour, and creativity. When employees perceive that rewards are allocated fairly, they are more likely to be motivated, engaged, and committed to achieving organizational goals.

Furthermore, Procedural justice pertains to the fairness of the processes and procedures used to make decisions in the organization. Research by Khtatbeh, et al. (2020) suggests that procedural justice is a key determinant of employee performance, as it influences perceptions of decision-making

transparency, consistency, and participation. Employees who perceive procedural justice are more likely to trust organizational decisions, comply with rules and regulations, and actively contribute to organizational objectives. Moreover, procedural justice has been linked to reduced workplace conflicts and enhanced organizational citizenship behaviours, further bolstering performance outcomes.

In the same vein, Interpersonal justice refers to the fairness of interpersonal treatment and interactions within the organization. Recent studies by Zhang and Deng (2024) demonstrate that interpersonal justice perceptions significantly impact employee engagement, satisfaction, and performance. Employees who experience respectful, considerate, and supportive treatment from supervisors and colleagues are more likely to exhibit higher levels of job involvement, commitment, and discretionary effort. Interpersonal justice fosters a positive work environment characterized by trust, collaboration, and mutual respect, which are conducive to enhanced individual and organizational performance. Therefore, organizational justice serves as a cornerstone for promoting employee performance and organizational effectiveness. By ensuring fairness in the distribution of rewards, transparency in decision-making processes, and respect in interpersonal interactions, organizations can cultivate a conducive work environment where employees are motivated, engaged, and committed to achieving their full potential. As organizations navigate through dynamic and challenging business landscapes, prioritizing organizational justice remains imperative for fostering a culture of fairness, trust, and performance excellence.

## **2.2 Theoretical Review**

In the realm of social psychology, the Social Exchange Theory (SET) stands as a fundamental framework for understanding the dynamics of interpersonal relationships and transactions. Rooted in the principles of reciprocity and mutual benefit, SET posits that individuals engage in social interactions with the expectation of maximizing rewards while minimizing costs. Social Exchange Theory (SET) was initially proposed by the American sociologist George C. Homans in the mid-20th century. Homans introduced the theory in his seminal work "Social Behaviour: Its Elementary Forms" published in 1961. However, while Homans laid the groundwork for Social Exchange Theory, it has since been further developed and refined by other prominent scholars in sociology, psychology, and organizational behaviour, including Peter M. Blau, Richard M. Emerson, and John W. Thibaut, among others. These scholars have contributed to expanding and elaborating upon the core principles of Social Exchange Theory, making it one of the most influential frameworks for understanding interpersonal relationships and behaviour.

At the heart of Social Exchange Theory lies the concept of exchange, wherein individuals engage in give-and-take interactions to achieve desired outcomes. According to Cropanzano and Mitchell (2023), SET emphasizes the notion that individuals assess the value of their relationships based on the perceived rewards they receive and the costs they incur. Rewards may encompass tangible benefits such as material resources or intangible gains such as emotional support and companionship, while costs may involve investments of time, effort, or emotional energy. Recent studies have expanded the understanding of Social Exchange Theory, shedding light on its applicability across diverse contexts and relationships. For instance, research by Ahmad, et al. (2023) explored the role of power dynamics in social exchanges, demonstrating how asymmetries in power can influence the distribution of rewards and the negotiation of social contracts. This nuanced perspective highlights the complexities inherent in social exchange processes and underscores the need to consider contextual factors in understanding interpersonal dynamics. Also, Trust and commitment play pivotal roles in shaping social exchange processes and relationship outcomes. Recent research by Cropanzano et al. (2023) suggests that perceptions of trustworthiness and relational commitment influence individuals' willingness to engage in reciprocal exchanges and their expectations of future rewards. Moreover, trust and commitment serve as mechanisms for reducing uncertainty and enhancing cooperation, fostering mutually beneficial relationships characterized by stability and longevity.

Social Exchange Theory has significant implications for understanding organizational behaviour and dynamics within the workplace. Studies by Blau and Andersson (2023) examined how exchanges between employees and organizations are governed by implicit and explicit social contracts, wherein individuals contribute their skills and efforts in exchange for various rewards and benefits. By understanding the principles of social exchange, organizations can design incentive systems, promote a culture of fairness, and cultivate positive employer-employee relationships that enhance employee satisfaction, commitment, and performance. Therefore, the Social Exchange Theory applies to this study because it offers a valuable framework for understanding the intricacies of human relationships and interactions. By examining the dynamics of reciprocity, reward-seeking behaviour, and the role of trust and commitment, SET provides insights into how individuals navigate social exchanges to achieve their goals and meet their relational needs. As researchers continue to delve into the complexities of social exchange processes, the relevance of SET persists in elucidating human behaviour and informing strategies for fostering mutually beneficial relationships in diverse contexts.

### **2.3 Empirical Review**

The impact of organizational justice on employee performance in some selected banks in Asaba was studied by Orishede and Bello (2022). The study's sample size was 202, and the population was made up of 450 employees who were chosen from 11 banks in Asaba. Multiple regression analysis was used to examine the data, and the results indicate that distributive justice, procedural justice, and interactive justice all have favourable relationships with employee performance. According to the study's findings, treating workers fairly at work boosts productivity significantly. This is especially true in Nigeria, where bank managers work extremely hard to maximize employee performance to gain an advantage over rival financial institutions. According to the study, bank executives should use impartial and reliable information to fully explain judgments made and to openly clarify the techniques they employ.

Also, the link between employee commitment and perceived organizational fairness was examined by Ojeleye et al. (2022) among academic staff members of Federal Polytechnic Kaura-Namoda and Federal College of Education (Technical), Gusau Zamfara state. The study focused on the mediating function of organizational trust in this relationship. The study used a quantitative methodology that combined cross-sectional and survey research techniques. 232 academic staff members were selected from a population of 936 academic staff members at these institutions. Using a stratified random sample technique, a self-administered questionnaire was used to collect responses from the respondents. The measurement and structural models in the study were performed using the Structural Equation Model (SEM), while the preliminary analyses were conducted using the Statistical Package for Social Sciences (SPSS). The results showed that procedural justice and distributive justice significantly and favourably affect employee commitment. Furthermore, the relationship between distributive justice and employee commitment was strongly mediated to some extent by organizational trust. Similarly, the relationship between procedural justice and employee commitment was considerably mediated to some extent by organizational trust. The study suggested that the management of the institutions make sure that the processes that determine how the employees are treated are just and equal.

Hyder et al.'s (2022) investigation looked at the connection between in-role employee performance and organizational Justice. Using a snowball sampling technique, 402 medical doctors were chosen as a sample from various hospitals. A closed-ended survey was used to collect the responses. The partial-least square method was employed to analyze the given data. The study demonstrates that when organizational justice is present, worker performance is elevated. By treating staff members equally, enforcing the same standards without bias, and cultivating an open line of communication, hospital managers can improve their performance in their roles.

Pracha, et al. (2020) looked into the relationship between organizational justice and worker performance in three Pakistani public sector companies, with emotional intelligence acting as a mediating factor. The State Bank of Pakistan (SBP), NADRA, and OGDCL were the three public

sector companies in Pakistan from which quantitative data was collected using a self-administered questionnaire survey method. The study used a basic random sampling methodology with a sample of 342 questionnaires. The study's findings showed that due to emotional intelligence's mediating role, organizational justice is positively correlated with employee performance. This suggests that, as emotional intelligence and organizational justice are inextricably linked, emotional intelligence needs to be addressed.

Mubashar et al. (2022) explored how organizational trust mediates the relationship between perceived organizational justice (specifically distributive, procedural, and interactional justice) and employee engagement (both job and organizational engagement). Data were gathered from 251 employees across various organizations who completed standardized assessments of perceived organizational justice, organizational trust, and employee engagement. Using AMOS 26, path analysis was employed to investigate the mediating role of organizational trust between organizational justice and employee engagement. Results revealed significant indirect effects of all three dimensions of organizational justice on both job and organizational engagement through organizational trust. However, the impact of organizational justice on job engagement via organizational trust was relatively modest. These findings confirm the anticipated mediating effect of organizational trust in the relationship between organizational justice and employee engagement. The implications suggest that organizations fostering fair treatment towards employees can cultivate trust, thereby enhancing both job and organizational engagement among their workforce.

Mayasari, et al. (2022) examined the influence of the job environment and organizational justice on employee performance, with employee engagement as a potential mediator, within a private hospital setting in Malang. The sample comprised 975 employees from two private hospitals, using a saturated sampling approach where the entire population served as the research sample. Criteria for respondents included non-outsourced medical personnel. Data collection utilized questionnaires, which were then analyzed using AMOS. Findings revealed that the job environment significantly impacted both employee engagement and performance. However, organizational justice did not significantly influence employee engagement or performance. Furthermore, employee engagement did not mediate between the job environment, organizational justice, and employee performance.

Godwin et al. (2020) study investigated the effects of four organizational justice components on workers' well-being. The predictability of the outcome of workplace well-being differed among the components of distributive, procedural, interactional, and informational justice. The research used a survey approach, selecting 350 participants from both public and private organizations, with a mean age of 31.2, to assess the hypothesis that organizational justice will affect workers' well-being. Using Multiple Linear Regression Analysis, the study found distributive and interactive justice to be significant predictors of workplace well-being, accounting for 16.5% and 17.6% of the variability in workplace well-being, respectively, using the Colquitt Organizational Justice Scale and Work Place Wellbeing Scale to measure organizational justice and employees' workplace well-being. The analysis concluded that there was no significant difference between the predictors of workplace wellbeing by procedural and informational justice and that there was no significant difference between the predictors of workplace wellbeing by all four forms of organizational justice. The study made clear that to promote positive organizational behaviours and welfare, managers must improve the organization's justice system and employees' impression of justice.

### **3. Methodology**

#### **Research Design**

This study employs a quantitative research design, utilizing a survey approach to collect data from employees in the private organized sector. A structured questionnaire was administered online through a survey platform to ensure ease of access and confidentiality.

#### **Sampling Method**

The sampling method involved a non-random convenience sampling approach. Over 500 employees were invited to participate in the survey via multiple channels including personal phone calls, WhatsApp group platforms, emails, and other social media platforms. The invitation provided a brief overview of the study and included a link to the online questionnaire. Informed consent was obtained from all participants before accessing the questionnaire.

### Survey Instrument

The questionnaire was divided into three sections:

- 1. Demographic Information:** Collected data on age, gender, tenure, qualifications, etc.
- 2. Organisational Information:** Included questions about the company segment and size.
- 3. Scales Measuring Organizational Justice and Employee Perception and Performance:** Assessed distributive, procedural, and interactional justice, as well as job satisfaction, productivity, and organizational commitment.

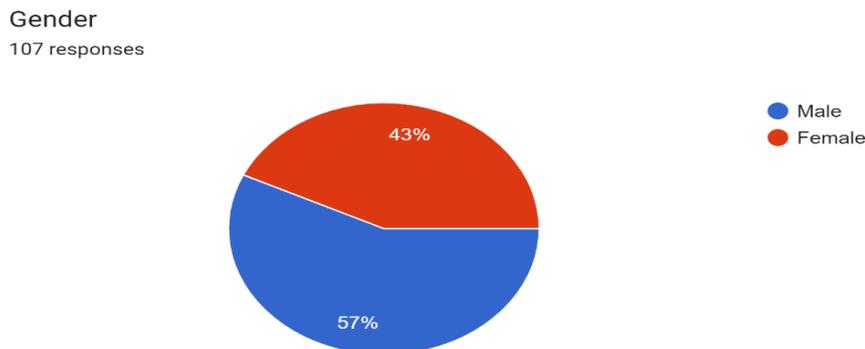
### Reliability of the Survey Instrument

The reliability of the survey instrument was established through a pilot study conducted with a sample of 30 employees not included in the final study. Reliability analyses, including Cronbach's alpha, were performed to ensure the internal consistency of the scales used. The Cronbach's alpha values for the scales measuring organizational justice and employee performance were above the acceptable threshold of 0.70, indicating good internal consistency.

### Data Collection and Analysis

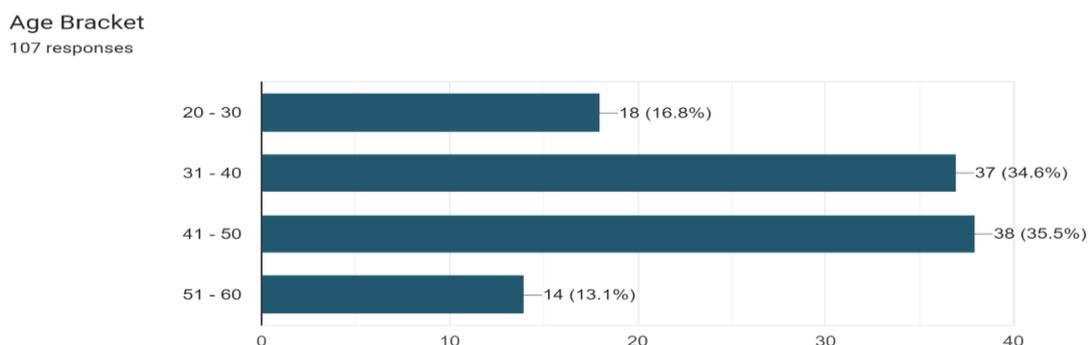
After over 6 weeks of data collection, 107 respondents completed the questionnaire. Descriptive statistics were used to summarize the demographic and organizational characteristics of the sample. Correlation analysis was conducted to examine relationships between organizational justice dimensions and employee performance indicators.

## 4. Data Analysis and Presentation



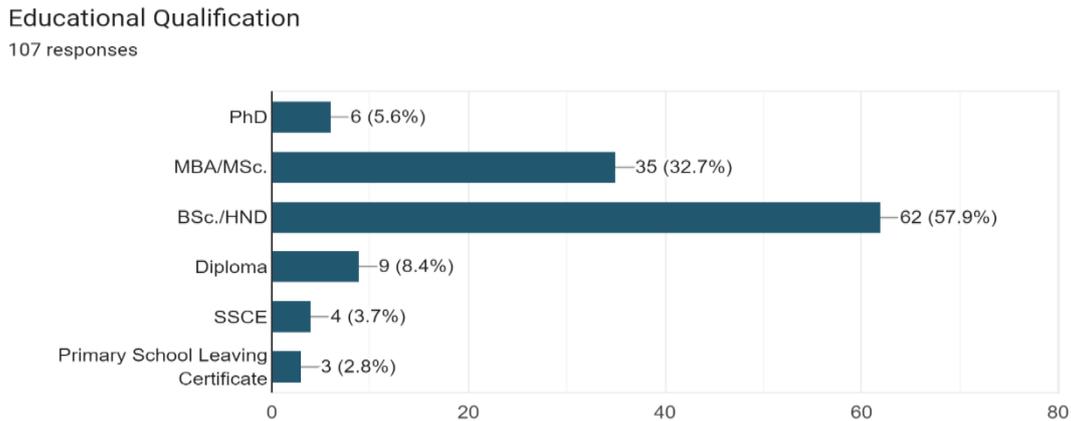
**Figure 1: Sex Distribution of the Respondents**

From the above diagram, 57% of the respondents are males, while 43% are female respondents. The study captured more male respondents than female.

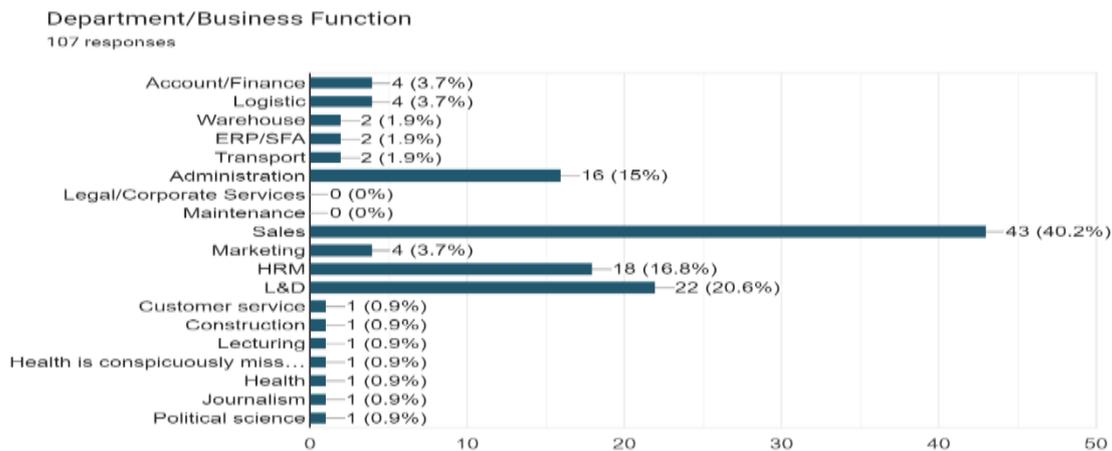


**Figure 2: Age Distribution of the Respondents**

The above diagram depicts the age distribution of the respondents, 18 (16.8%) of the respondents are between the age 20-30 years, 37 (34.6%) are between the age bracket of 31 to 40 years, 38 (35.5%) are between the age of 41-50 years, while 14(13.1%) of the respondents are between the age bracket of 51-60 years. This study captures more respondents between the age brackets of 41-50 years.

**Figure 3: Education Qualification of the Respondents**

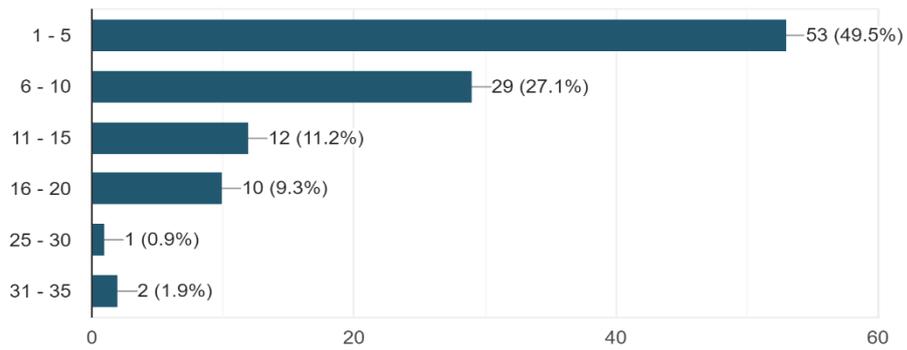
From the diagram, 6(5.6%) represents respondents with PhD qualification, 35(32.7%) of the respondent have MBA/MSC qualification, 62(57.9%) are B.Sc/HND holders, 9(8.4%) have diploma qualification, 4(3.7%) are SSCE holders while 3(2.8%) have primary school leaving certificate. The study captured more of B.SC/HND holders.

**Figure 4: Department/Business Function of the Respondents**

The figure below represents the department and the business function of the respondents. From the figure below, 4(3.7%) works in account and logistics department, 2(1.9%) works in warehouse, transport and ERP/SFA, 16(15%), 43(40.2%) are working administration and sales department. 4(3.7%), 18(16.8%), and 22(20.6%) are working in marketing, HRM, and L&D while 1(0.9%) are working in customer service, construction, lecturing, health, Journalism, and political science.

No of years in the Organization

107 responses

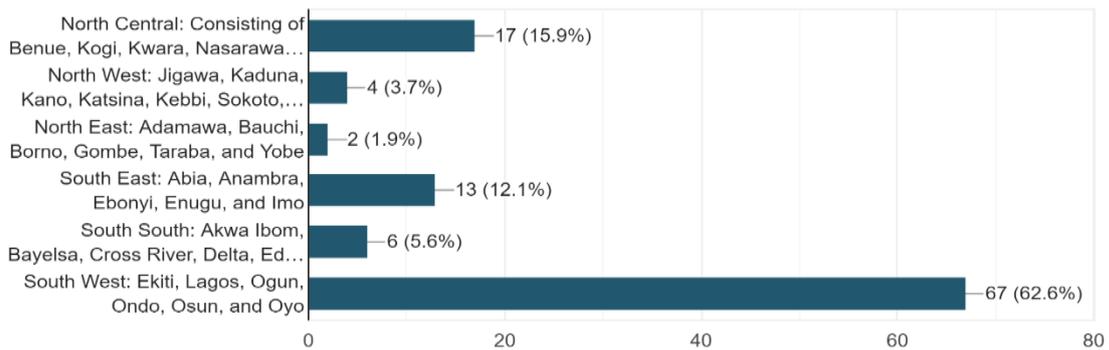


**Figure 5: Respondents Number of Years in the Organization**

According to the figure, 53 (49.5%) of the respondents have 1-5 years of working experience in the organization, 29(27.1%) are employees who have worked for 6 to 10 years, 12(11.2%) are employees who have worked for 11 to 15 years, 10(9.3%) are employees who have worked for 16 to 20 years, 1(0.9%) have worked for 25-30 years and 2 (9.9%) are employees who have worked for 31-35 year in their respective organization.

Job location

107 responses



**Figure 6: Respondents Job Location**

The respondent's job location is shown in the above diagram. From the above diagram 17(15.9%) located in North central, 4(3.7%) located in North West, 2(1.9%) located in the North East, 13(12%) located in South East, 6(5.6%) located in South South while 67(62.6%) is located in South West.

Organised Private Sector - Segments

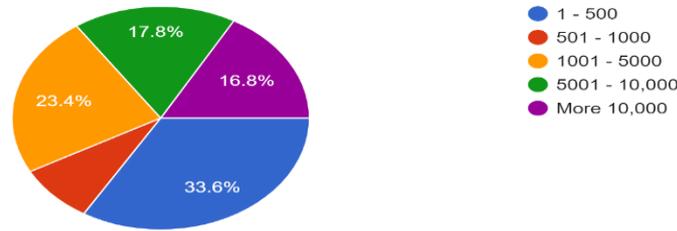
107 responses



**Figure 7: Respondents Work Segments**

The respondent work segment is shown above. From the diagram, 54.2% consists of work segment in retail/consumer goods, and 9.3% is from consulting organizations.

Company Size  
107 responses



**Figure 7: Organization Size**

The diagram revealed the company size in terms number of employees working in the organization. From the diagram 33.6% have 1-500 employees, 9% have 501-1000 employees, 23.4% have 1001-5000 employees, 17.8% have 5001-10,1000 employees while 16.8% have more than 10,000 employees.

#### 4.1 Descriptive Statistics

	Mean	Median	Mode	Std Dev	Range
<i>Equity</i>	3.44	3	3	0.80399	3
<i>Distributive</i>	3.72	3	3	0.825591	2
<i>Procedural</i>	3.55	3.25	3	0.57817	1.25
<i>Interactional</i>	3.632	3.2	3.2	0.603442	1.4
<i>Performance</i>	3.67	3.25	3.25	0.629403	1.5

The descriptive statistics provided the mean, standard deviation, and the number of observations (N) for distributive justice, procedural justice, interactional justice, and employees' performance. The mean for equity is 3.44. The mean of distributive justice, procedural justice, and interactional justice are 3.72, 3.55, and 3.63 while for employee's performance is 3.67. The standard deviation of the variables is as follows: 0.80399 (80%) for equity, 0.825591 (82%) for distributive justice, 0.57817 (57%) for procedural justice, 0.603442 (60%) for interactional justice and 0.629403 (62%) for employee's performance. The values of the standard deviations imply that there is widespread in the employee's performance in the organized private sector in Nigeria.

#### 4.2 Correlation Analysis

The Pearson correlation analysis results for the relationships between the variables are as follows:

##### **Distributive Justice and Employees' Performance**

- Correlation coefficient (r): 0.674
- p-value: 0.000

There is a strong positive correlation between distributive justice and employees' performance, which is statistically significant ( $p < 0.05$ ). This indicates that higher perceptions of

distributive justice are associated with enhanced employee performance. Specifically, a unit increase in distributive justice is associated with a 67.4% increase in performance. To further understand this relationship, a multiple regression analysis was conducted, revealing that distributive justice significantly predicts employee performance even when controlling for other factors such as procedural and interactional justice.

#### **Procedural Justice and Employees' Performance**

- Correlation coefficient (r): 0.718
- p-value: 0.000

Procedural justice also shows a strong positive correlation with employees' performance, which is statistically significant ( $p < 0.05$ ). A unit increase in procedural justice corresponds to a 71.8% increase in performance. Regression analysis further supports this finding, with procedural justice being a significant predictor of performance when controlling for other types of justice.

#### **Interactional Justice and Employees' Performance**

- Correlation coefficient (r): 0.681
- p-value: 0.000

Interactional justice has a significant positive correlation with employees' performance ( $p < 0.05$ ). A unit increase in interactional justice is associated with a 68.1% increase in performance. Regression analysis indicates that interactional justice remains a significant predictor of performance after accounting for the effects of distributive and procedural justice.

### **4.3 Test of Hypotheses**

#### **Hypothesis 1**

- H01: There is no significant relationship between distributive justice and employees' performance.

The correlation coefficient of 0.674 and a p-value of 0.000 lead to rejecting the null hypothesis, confirming a significant positive relationship between distributive justice and employees' performance.

#### **Hypothesis 2**

- H02: No relationship exists between procedural justice and employees' performance.

With a correlation coefficient of 0.718 and a p-value of 0.000, we reject the null hypothesis, indicating a significant positive relationship between procedural justice and employees' performance.

#### **Hypothesis 3**

- H03: No significant relationship exists between interactional justice and employees' performance.

The correlation coefficient of 0.681 and a p-value of 0.000 lead to rejecting the null hypothesis, demonstrating a significant positive relationship between interactional justice and employees' performance.

### **4.4 Discussion of Findings**

The study's results offer valuable insights into how different dimensions of organizational justice impact employee performance.

#### **Distributive Justice and Employees' Performance**

The significant positive correlation ( $r = 0.674, p < 0.000$ ) suggests that equitable distribution of outcomes and rewards is crucial for enhancing employee performance. This finding supports equity theory, which posits that fairness in outcome distribution improves employee motivation and performance.

#### **Practical Implications:**

- **Fair Compensation:** Ensure rewards and pay are based on clear, fair criteria to foster a perception of distributive justice.

- **Recognition Programmes:** Implement programmes that recognize and reward employee contributions to improve perceptions of fairness.

#### **Procedural Justice and Employees' Performance**

The strong correlation ( $r = 0.718, p < 0.000$ ) indicates that fair processes and procedures significantly boost employee performance. This emphasizes the importance of procedural fairness, which focuses on the fairness of decision-making processes.

#### **Practical Implications:**

- **Transparent Decision-Making:** Adopt consistent and transparent procedures to enhance fairness perceptions.

- **Employee Involvement:** Involve employees in decision-making to improve their perception of procedural justice.

#### **Interactional Justice and Employees' Performance**

The correlation ( $r = 0.681, p < 0.000$ ) highlights the role of respectful and fair interpersonal treatment in enhancing performance. Interactional justice, focusing on the quality of interpersonal interactions, significantly influences employee performance.

#### **Practical Implications:**

- **Manager Training:** Develop training programmes emphasizing respectful and empathetic communication.

- **Feedback Mechanisms:** Establish regular feedback mechanisms to ensure employees feel valued and respected.

### **4.5 Theoretical Implications**

The study contributes to the theoretical understanding of organizational justice by confirming that all three dimensions—distributive, procedural, and interactional—are critical for improving employee performance. These findings align with existing literature on fairness perceptions and their impact on employee motivation and productivity. The significant relationships identified suggest that future research should explore the mechanisms through which these forms of justice influence performance and examine potential moderating variables.

## **5. Conclusion, Recommendations, and Suggestions for Further Studies**

### **5.1 Conclusion**

This study has demonstrated the significant positive relationships between distributive, procedural, and interactional justice and employees' performance. The results highlight the importance of fostering a fair and just work environment to enhance employee motivation, satisfaction, and performance. Organizations can create a more engaged and productive workforce by prioritizing fairness in outcomes, processes, and interpersonal interactions.

## 5.2 Recommendations

The results of this study suggest that organizations can improve employee performance by raising employee perceptions of organizational fairness. First and foremost, distributive justice needs to be improved. This can be accomplished by putting fair and transparent remuneration structures in place, assessing and modifying reward programmes regularly to align them with market norms and employee contributions, and creating recognition initiatives that honour and recognize staff members for their efforts and accomplishments.

Also, enhancing procedural justice is an additional crucial domain. Organizations must ensure that their decision-making procedures adhere to clear, consistent, and transparent standards. It is advantageous to involve workers in decision-making processes, particularly when those decisions affect their roles and responsibilities. It's also critical to have accessible and unambiguous ways for staff members to express their grievances and offer feedback.

Furthermore, enhancing Interactional Justice is also very important. To do this, managers and supervisors must have effective communication training with a focus on active listening, empathy, and respect. Supervisors ought to acknowledge the work of their staff members and offer frequent, constructive criticism. It's also critical to establish a welcoming and inclusive workplace where all workers are treated with respect and feel appreciated.

Lastly, companies ought to keep a close eye on and assess workers' opinions of organizational fairness frequently. Regularly doing evaluations and surveys can assist in gathering insightful input that can be utilized to create well-informed changes to procedures and policies. It is advised that a continuous improvement strategy be created to address problem areas and improve overall equity within the company.

## 5.3 Limitations and Future Research

Although this study offers insightful information, it is important to recognize its limits. The cross-sectional nature of the data makes it difficult to determine cause and effect. A better understanding of how performance is affected over time by views of justice may be obtained through longitudinal research. Furthermore, to learn more about how cultural circumstances affect how people perceive justice and performance, future studies could examine these links in various cultural contexts.

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**ҰЙЫМДАСТЫРУШЫЛЫҚ ӘДІЛЕТТІЛІКТІҢ НИГЕРИЯ ЭКОНОМИКАСЫНЫҢ  
ҰЙЫМДАСҚАН ЖЕКЕ СЕКТОРЫНДАҒЫ ҚЫЗМЕТКЕРЛЕРДІҢ ЖҰМЫСЫНА  
ӘСЕРІ**

**Андатпа.** Бұл зерттеу ұйымдық әділеттіліктің Нигерияның ұйымдасқан жеке секторындағы қызметкерлердің жұмысына әсерін зерттейді. Сандық зерттеу дизайнын пайдалана отырып, деректер 107 респонденттен электрондық пошта және әлеуметтік медиа арқылы таратылған онлайн сауалнама арқылы жиналды. Нәтижелер бөлу әділдігі мен қызметкерлердің тиімділігі ( $r = 0,674$ ,  $p < 0,000$ ), іс жүргізу әділдігі мен қызметкерлердің тиімділігі ( $r = 0,718$ ,  $p < 0,000$ ), сондай-ақ өзара іс-қимыл әділдігі мен қызметкерлердің тиімділігі ( $r = 0,681$ ,  $p < 0,000$ ) арасындағы айтарлықтай оң корреляцияны көрсетеді. Бұл нәтижелер сыйақыларды әділ бөлу, шешім қабылдаудың ашық процестері және құрметпен тұлғааралық қарым-қатынас қызметкерлердің жұмысын жақсартатынын көрсетеді. Зерттеу көрсеткендей, ұйымдар әділ сыйақы құрылымдарын енгізуі, марапаттау бағдарламаларын үнемі қайта қарауы және қызметкерлердің жұмысын жақсарту үшін тану бастамаларын құруы керек.

**Түйін сөздер:** Дистрибьюторлық сот төрелігі, Қызметкерлердің Тиімділігі, Өзара іс-қимыл саласындағы сот төрелігі, Нигерия Экономикасы, Ұйымдасқан Жеке Сектор, Процедуралық сот төрелігі.

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**ВЛИЯНИЕ ОРГАНИЗАЦИОННОЙ СПРАВЕДЛИВОСТИ НА ЭФФЕКТИВНОСТЬ  
РАБОТЫ СОТРУДНИКОВ В ОРГАНИЗОВАННОМ ЧАСТНОМ СЕКТОРЕ  
ЭКОНОМИКИ НИГЕРИИ**

**Аннотация.** В этом исследовании изучается влияние организационной справедливости на эффективность работы сотрудников в организованном частном секторе Нигерии. Используя количественный подход к исследованию, были собраны данные от 107 респондентов с помощью онлайн-опроса, распространенного по электронной почте и в

социальных сетях. Полученные результаты выявили значимую положительную корреляцию между справедливостью распределения и эффективностью работы сотрудников ( $r = 0,674$ ,  $p < 0,000$ ), процедурной справедливостью и эффективностью работы сотрудников ( $r = 0,718$ ,  $p < 0,000$ ), а также справедливостью взаимодействия и эффективностью работы сотрудников ( $r = 0,681$ ,  $p < 0,000$ ). Эти результаты показывают, что справедливое распределение вознаграждений, прозрачные процессы принятия решений и уважительное межличностное взаимодействие повышают эффективность работы сотрудников. Исследование предполагает, что организациям следует внедрять справедливые структуры вознаграждения, регулярно пересматривать программы поощрения и внедрять инициативы по признанию заслуг сотрудников для повышения их эффективности.

**Ключевые слова:** Распределительная справедливость, Эффективность работы сотрудников, Интерактивная справедливость, Экономика Нигерии, Организованный Частный сектор, Процессуальная справедливость.

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