

ORGANIZATIONAL JUSTICE AS A PATHFINDER FOR ORGANIZATIONAL PERFORMANCE IN ARMS ROYAL LIMITED ABIA STATE, NIGERIA

AGU, Okoro Agu: Department of Business Management: Evangel University Akaeze Ebonyi State; 08066544449

ANYANWU Paschal Chima : Department of Business Management, Business management; Evangel University Akaeze Ebonyi State, Nigeria.; 08035534776

CHUKWUMA Nnate Eke; Department of Accounting; Evangel University Akaeze Ebonyi State; ; 07060494442

HYCINTH Igwesi Ogbodo: Department of Marketing, Ebonyi state University, Abakaliki, Nigeria

PHILIP Abuchi Nwankwo: Department of Commerce and Cooperative, School of Business Education Federal College of Education (Technical), Umunze:

ABSTRACT

Background: The Study focuses on organizational justice as a pathfinder for organizational performance in Arms Royal Limited Abia State, Nigeria.,

Objectives: This paper sought to : determine the nature of the relationship between interactional justice and employee commitment, ascertain the nature of the relationship between procedural justice and employee satisfaction, and determine the nature of the relationship between distributive justice and goal attainment.

Method. Survey research design was deployed for this study. The target population for this study is 783 employees which consists of junior and senior staff of Arms Royal Limited Abia State, Nigeria.. The size simple of 265 was determined using taro yamene's formula at 5% error tolerance. 265 copies of the questionnaire were distributed while 250 were properly filled and returned 15 copies were not returned. Three hypotheses were tested using Pearson product moment correlation coefficient.

Results: The findings indicated that there was a significant positive relationship between Interactional Justice and employee commitment in manufacturing enterprise. There was a significant positive relationship between procedural justice and employee satisfaction in manufacturing enterprises. There was a significant positive relationship between distributive justice and goal attainment in manufacturing enterprise.

Managerial implications: The study recommends that manufacturing firms should adopt the spirits of interactional justice in terms of conflict resolution by offering an explanation in every step taken to resolve the issues

Originality/value: This study deployed the reasonably approach on organizational justice as a pathfinder for organizational performance within Abia state. It is perhaps one of the first studies to address the organizational justice as a pathfinder for organizational performance between Arms Royal Limited, Abia State, Nigeria

Keywords: Organizational justice; Interactional Justice; Procedural justice and Distributive justice; Goal attainment and Performance

Introduction

In today's increasingly competitive business landscape, every company is constantly on the lookout for new opportunities to improve and expand. Management is looking to boost output using human resources to get an advantage in a market where competitive advantages can be bought or reproduced. Justice inside an organization is seen as fundamental to its social and psychological functioning. An individual's ability to foresee future treatment from an organization depends on their knowledge of the organization's existing level of justice. They want to feel like they have a place in the company. Having access to justice is a sign that people are valued and respected by those in power (Krishnan et al., 2018). Organizational justice is a solution to organizational problems. The concept was introduced by Greenberg in 1987. It entails individual or collective judgments of fairness or ethical propriety which help to alleviate many of the ill effects of a dysfunctional work environment thereby reducing workplace stress, vindictive retaliation, employee withdrawal, and sabotage. Organizational justice as the perception of employees on the fairness of their organizations has focused on two main issues: employees' judgment on what they get, that is outcomes such as pay or promotions, and the means they obtain the outcomes, also known as procedures (Cropanzano & Greenberg, 2007). Employees are motivated and committed to working hard if they feel that their input are been appreciated and fair rewards are been justly given to them at the appropriate time. Akanbi and Ofoegbu (2013) posited that to make sure employees are committed to their tasks and duties there must be fairness in its system regarding organizational justice.

Griffin, et al. (2007); Job performance is evaluated with the adequacy of the roles and job responsibilities of the individuals in the job description. According to another definition, job performance is the measurable business results, actions, and behaviors of employees that contribute to the achievement of organizations' goals (Viswesvaran, & Ones, 2000). To make a comprehensive definition, job performance is a concept related to what extent individuals working in organizations fulfill their duties and responsibilities in job descriptions, to what extent the organization achieves its goals, and to what extent the individual's own outcomes are adequate

Objectives of the study

The main objective of this study focuses on organizational justice as a pathfinder for organizational performance between Arms Royal Limited and Ultimate United Limited Abia State, Nigeria. Specific objectives of the study include

- i. To determine the nature of the relationship between interactional justice and employee commitment in manufacturing enterprise
- ii. To ascertain the nature of the relationship between procedural justice and employee satisfaction in manufacturing enterprise
- iii. To determine the nature of the relationship between distributive justice and goal attainment in manufacturing enterprise

Research Hypotheses

- i. There is no relationship between interactional justice and employee commitment in manufacturing enterprise
- ii. There is no relationship between procedural justice and employee satisfaction in manufacturing enterprise
- iii. There is no relationship between distributive justice and goal attainment in manufacturing enterprise

Review of Related Literature: Conceptual Review

Organizational Justice. Organizational justice is presently one of the main research subjects in the field of organizational behaviour and human resource (Cojuharenco and Patient, 2013).

According to Greenberg (1987), organizational justice is the members' view of being treated fairly. Organization justice is utilized as indicator of states of mind and conduct inside the working environment (Muller, 2011).

Interactional justice and employee commitment

The term "interactional justice" is used to describe the treatment of individuals throughout the resolution of a conflict, whether that be with kindness and consideration or with disrespect (Faeq, 2022). In addition to being truthful and offering an explanation, being polite, friendly, sensitive, interested, honest, showing empathy and assurance, being direct and concerned, and making an effort are all factors that have been linked to interactional justice in previous research (Anwar and Ghafoor, 2017). Accepting responsibility (Hsu et al., 2019) and apologizing to the customer are other crucial elements in resolving a complaint. Consumers' post-complaint behavior is especially pertinent to the concept of interactional justice due to the centrality of communication in the resolution of complaints. Research into interactional justice in a business setting is scant. Satisfaction with service encounters, higher ratings of service quality, higher ratings of overall complaint handling, and more positive repurchase intentions have all been linked to fair interpersonal treatment (Anwar, 2017)

Procedural Justice and employee satisfaction

Procedural justice is seen as the procedures used in making decisions concerning compensation structure (such as fairness in salaries and job systems) within the organization as a whole. Procedural justice plays an important role in shaping people's perceptions and has led to a stronger focus among justice researchers and practitioners on issues of procedural justice (Folger & Konovsky, 2019). Procedural justice maintains that policies, procedures used by management in decision making must be consistent, accuracy in information gathering, unbiased and impartial and must represent employee's interests. In his contribution, Taamneh (2015) maintained that procedural justice is the degree to which employees are treated with politeness, dignity, and respect by managers while applying formal procedures. It also determines the outcomes and explanations provided to them which convey information about why procedures were used in a certain way or why outcomes were distributed in a certain fashion. It seems to have a positive influence on employee commitment which reduces employee turnover as well as absenteeism. Furthermore, Khtatbeh, Mohamed and Rahman (2020) observed that procedural justice includes

how procedures and process concerning decisions about the design and management of internal structures (such as salary and wage structure) are made, balanced and consistent which must be understood and accepted by employees because the process of applying these procedures is continuous and involves all employees; employees have a role to play in this process; employees have the right to appeal the results; accuracy of data used in the process because according to Adam's theory of equity, where the ratio of inputs to outputs must be fair in order to increase job satisfaction and improve performance

Distributive Justice and Goal attainment

Justice in the distribution of resources is known as distributive justice (Faeq, 2022). As its name implies, it is a measure of how fairly the major benefits (such as pay) resulting from coordinated organizational activities are shared among workers. The equity theory proposed by Anwar and Surarchith (2015) may account for the observed positive correlation between distributive justice and performance. Human motivation, according to this idea, is influenced by how one's outputs relate to one's efforts and how one's efforts stack up against those of one's peers. If workers perceive bias in their treatment, they may respond by acting less productively or more positively than usual in order to level the playing field. In other words, when people feel like they aren't getting their fair share of the rewards for their efforts, they may start putting in less effort overall. According to Mohammad et al. (2018) theory of economic exchange, fair distribution of resources could lead to more obvious demonstrations of role-appropriate conduct. However, contextual performance may be seen as a suitable response to distributive justice when employees view their workplace interactions as social in nature

Theoretical Review

Social Exchange Theory

The major proponent of social exchange theory is associated with George Homan (1958). The theory proposes that employees exhibit positive or negative behavior as a response to the treatment they receive from their employers. According to Greenberg and Scott (1996), the central aspect of this theory is the norm of reciprocity. A strong exchange relationship between the employer and employee would help maintain a positive working relationship and would elicit positive sentiments such as satisfaction, commitment, and trust in employees, which in turn would move employees to engage themselves in employee productivity. Social exchange theory

proposes that the relationships we choose to create and maintain are what maximize our rewards and minimize our costs. According to this, we are more self-centered and not necessarily concerned with equality. The basic idea is that relationships that give us the most benefits for the least amount of effort are the ones we value the most and are likely to keep for the long term.

Empirical Review

Emmanuel and Wosu (2021) conducted a study on Procedural Justice and Employees' Commitment in Selected Hospitals in Rivers State. The purpose of this study was to identify the roles of procedural justice toward employee commitment. It also examined the relationship between procedural justice and employee commitment. A convenience sampling was used on the sample size of 200 studied. The results of correlation analysis show that there is a significant positive relationship between procedural justice and employee commitment. The study concludes that employees who perceive unfairness in the Good faith workplace may exhibit varying degrees of malicious behaviors. This study provides guidelines for organization management and better ways to reduce employee turnover

Goodfaith, John, Chukwujekwu and Solomon(2021) examined the effect of organizational justice on employee performance of government owned polytechnics in Anambra State of Nigeria. Relevant literature on organizational justice as well as employee performance was reviewed under conceptual, theoretical and empirical review. The work was anchored on justice judgment theory. A descriptive survey research design method was adopted. The target population of the study comprised 3251 employees of the government owned polytechnics in Anambra State. The sample size was 356. The sampling technique employed was a convenient sampling strategy. The structured questionnaire was used to source data from the respondents. The researcher distributed three hundred and fifty six copies of the questionnaire but only two hundred and ninety-three valid copies were retrieved and used for the analysis. Multiple regression analysis statistical technique was used to test the hypotheses formulated to guide the study. The findings of the study revealed that procedural justice has a significant effect on employee performance of government owned polytechnics in Anambra State. It also showed that distributive justice has a significant effect on employee performance. The study also discovered that interactional justice has a significant effect on employee performance. The study recommended that management should continue to follow normal procedures and also establish

good communications system with the employees especially in the decision-making process as well as organizational relations by following the principle of organizational justice. The study concluded that management efforts to increase employees' performance should be focused on relating to employees with dignity, respect and stateliness especially through leader-subordinate relations

Abdul . Raza, Saif, Parveen and Arif (2019) did a study on the Impact of Organizational Justice on Organizational Performance in View Point of Employee Voice. Banking sector of Lahore (Pakistan) has been considered as target population. 15 bank's branches were selected randomly for conducting the research. Overall 220 questionnaires were distributed. 190 questionnaires were returned back and used for analysis. Results demonstrated the direct positive influence of organizational justice on employee voice and organizational performance. Moreover, results showed that the employee voice partially mediates the relationship between organizational justice and organizational performance along with its two dimensions (sales growth and profitability). These results will be very helpful in fostering the efforts of HR specialists towards formulating and embedding the employee's voice mechanism in service sector

Moses. John and Richard (2020) examined organizational Justice and the performance of Public Primary School Teachers in Benue State-Nigeria. Descriptive survey design was adopted for the study. A sample size of 419 was drawn from the population of 8,118 Public Primary School Teachers and State Universal Basic Education Board (SUBEB) staff from six local government areas in Benue State. The hypotheses were tested using Covariance-based structural equation modeling (CB-SEM).The results from the study revealed that all three justice dimensions – procedural, interpersonal, and distributive justice – are significantly related to performance of Public Primary School Teachers in Benue State. Procedural justice is found to be having a stronger predictor of teachers' performance. Based on the findings of the study, it was recommended amongst others that, public school management should be focused at strengthening and enhancing adequate interpersonal relationship with their subordinate and coworkers.

Adisu, and Chalchissa (2022) did a study on the effect of organizational justice on organizational performance with mediating variables of organizational commitment and job satisfaction. This study used 25 reputable research articles which are more related to the title "organizational

justice on organizational performance with mediating variables of organizational commitment and job satisfaction". Positive perception of employees in relation to organizational justice is a significant antecedent to employees' job satisfaction, which in turn mediated the relationship between justice perceptions and organizational performance. Intrinsic and extrinsic job satisfaction has a positive and significant effect on organizational commitment. But some findings show that procedural and interactional justice has no significant impact on employee performance and the relationship of organizational justice to work performance was mostly indirect, mediated by organizational commitment. Organizational justice and organizational commitment have generally confirmed a positive relationship, and organizational commitment mediates the relationship between organizational justice and organizational performance significantly.

Quyen (2020) conduct a study on the Relationship between Organisational Justice, Employee Satisfaction, and Employee Performance: A case study in Vietnam .The study focusses on employee awareness in two prominent components of organisational fairness, distributive and procedural justice, and their effect upon employee satisfaction, and employee performance. The questionnaire was delivered to 300 target respondents and 202 qualified responses were collected and analysed. Using the methods of principle component analysis and multiple regression, the results of the study contribute to affirming that organisational justice has a positive impact on job satisfaction, as well as reinforces the positive effect of job satisfaction upon job performance. At the same time, the results also demonstrate the positive relationship between organisational justice, and employee performance

Ari , Cristina and Thamendren (2012)conducted study on organizational Justice in Performance Appraisal System and Work Performance: Evidence from an Emerging Market. Questionnaires were used and processed with factor analysis and regression to examine the simultaneous effects of few independent variables on a dependent variable. The results reveal that the interactional justice has more influence than other types of organizational justice in evaluating employee's performance, which is contrary with previous researches. Employees are more concerned on interaction during and after the evaluation process. They are keen on knowing how they have been evaluated and what the feedback of their superior is after the performance appraisal process. It provides strong support for the relationship between employee

perception of organizational justice in performance appraisal system and work performance. It also supports a significant relationship between performance appraisal satisfaction and work performance. The important implication for organization is a pivotal role of the employees' perceptions of the success or failure of a system. Therefore, the management has to keep in view the perceptions of their employees, while designing or modifying the appraisal system

Aydin (2021) did a study on the relationship between the job performance of physical education and sports teachers and their level of organizational justice and opposition. The study group was composed of 575 physical education and teachers of sports who were selected by the simple random method among individuals who worked as physical education and sports teachers in the state schools affiliated to the Istanbul Provincial Directorate of National Education in the 2019-2020 academic year. Data collection methods and tools used in this research; personal information sheet, job performance, organizational justice and organizational opposition scales were implemented. The obtained data were recorded with IBM SPSS 22.0 (version) package program and the all analyzes were accomplished with this statistics program. Descriptive information, subtitles and total scores of the scales were given by determining the frequency (f) and percentage (%) values. Correlation analysis was used as a statistical procedure. As a result, while there was no correlation between physical education and teachers of sport job performance and procedural justice, one of the subtitles of perception of justice, a low level of negative correlation was found between interaction, distributive justice and attitude towards organizational justice total score. Again, no relationship was found between job performance and the total score of vertical and horizontal opposition and organizational opposition which are sub-headings of organizational opposition

Orishede and Bello (2019) examined the effect of organizational justice on employees' performance in selected Banks in Asaba. Survey research design was Tadopted. The collected data were analyzed using multiple regression analysis to test the hypotheses. The population consists of 450 staff selected from 11 Bank in Asaba, the sample size for the study was 202. Data were analyzed using multiple regression and the finding shows that positive relationship exist between distributive justice and employees' performance, procedural justice and employees' performance and, interactive justice and employees' performance. The study concludes that fair treatment in workplaces leads to considerable performance among relative employees given also

the environmental context of Nigeria where tireless effort are being made by managements of banks to get the best out of their employees; each aiming to have an advantage over competitors in the financial institutions. The study recommends that Bank executives should openly describe the fair procedures they are using and explain decisions thoroughly in a manner demonstrating dignity and respect using unbiased and accurate information, management should adhere to adjusting and dividing employees work volume in these banks as stress can also be a threat to performance

Nethavhani and Maluka (2020) did a study on Perceived organisational justice among academic employees at a selected higher learning institution . The objective of this study was to examine the academic employees' perceptions of organisational justice at a selected higher learning institution. A descriptive quantitative research approach was adopted in this study. A structured questionnaire developed by Colquitt (2001) was used to collect data from a convenient sample of 50 academic employees. The questionnaire consists of 20 items measuring three dimensions of organisational justice (procedural justice, distributive justice, and interactional justice) rated on a 7- point Likert scale. The collected data was analysed using the Statistical Package for the Social Sciences (SPSS) 26.0 published by the International Business Machines (IBM). The research findings revealed that in general, a slight majority of the respondents perceived some form of organisational justice to exist within their organisation (mean of 4.64). Although similar results were found in terms of the three dimensions of perceived organisational justice (4.19 for procedural justice, 5.14 for distributive justice and 4.78 for interactional justice), some form of injustice was reported to exist in relation to procedural justice. The study recommends that future researchers should continue to explore all the prospects of organisational justice in higher institutions of education

Dalia and Zain (2022) aimed to investigate the relationship between organizational justice and job performance at selected private businesses in Kurdistan region of Iraq. Using a quantitative search strategy, this study analyzed and measured organizational justice practice and its effect on achieving job performance using a descriptive analytic approach. The effect of organizational justice on workers' productivity was measured with a survey done in the field. Researchers used a questionnaire as their main data collection tool and put it through rigorous testing to make sure it was valid and reliable. Twenty percent of the community study's 120 staff members working in

Iraq's Kurdistan region used a simple, random sample. All participants were asked to fill out a questionnaire, and 120 were returned. However, 8 were disqualified from further statistical analysis due to technical flaws, leaving a total of 112 usable questionnaires. The findings revealed that there is a positive and significant relationship between organizational justice and job performance. Moreover, it was found that procedural justice has the strongest relationship with job performance

Ajala (2019) examined the influence of organizational justice on job satisfaction of employees in the manufacturing sector in Ogun State of Nigeria. The descriptive research design was adopted using an ex-post facto research design method. The population of the study comprised the staff of five manufacturing firms in Ogun State, Nigeria. The main instrument used for the study was the questionnaire designed on a 4-point rating scale ranging from strongly agree (SA) = 4 to strongly disagree (SD) = 1. The average reliability index of the research instrument was 0.870. Also, the generated data were presented and analyzed while Pearson correlation was used to test the formulated hypotheses at 0.05 level of significance. The study found strong relationships among the three dimensions of organizational justice studied and job satisfaction in the following descending order; distributive justice ($r = 0.955$); procedural justice ($r = 0.968$) and interactional justice ($r = 0.966$). The implication of the study was that the level of job satisfaction is a direct response to the perceived existence of organizational justice at the workplace.

Methodology

The study adopted survey research design. Primary and secondary sources of data was used for this study. The target population of the study consists of junior and senior staff of Arms Royal Limited Abia State, Nigeria. Thus the population is 783 employees. The size simple of 265 was determined using taro yamene's formula at 5% error tolerance. 265 copies of the questionnaire were distributed while 250 were properly filled and returned 15 copies were not returned. The Instruments used was a scale in 5-point Likert scale and the Validity of the instrument was determined using face to face and content validity in the instrument was given to management experts who made the necessary correction so that the instrument can measure what it supposed

to measure. The reliability of the instrument was obtained using spearman ranking correlation coefficient which gave 6.88 showing a high degree of item consistency. The hypotheses were tested using Pearson product moment correlation coefficient.

Data Analysis and Discussion

The data obtained from the field were presented and analyzed with descriptive statistics to provide answers for the research questions while the corresponding hypotheses were tested with Pearson product moment correlation coefficient at 0.05 alpha level. The five Likert scale form was design as SA = Strongly Agree, A= Agree, U= Undecided, D = Disagree and SD = Strongly Disagree

Table 1: Responses on Interactional justice

S/N	Questions	Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree	Total
1	Fair treatment encourage employee commitment	105 (42%)	120 (48%)	5 (2%)	10 (4%)	10 (4%)	250
2	Second choice to employee during organizational conflict put smile on their face	135 (54%)	95 (38%)	6 (2.4%)	8 (3.2%)	6 (2.4%)	250
3	Friendly and sensitive interaction promotes employee commitment	115 (46%)	105 (42%)	10 (4%)	10 (4%)	10 (4%)	250

Source: Fieldwork, 2025

Item 1 of table 1 Indicates that 105(42%) of the respondents strongly agreed that Fair treatment encourage employee commitment, 120(48%) agreed, 5(2%) were undecided, 10(4%) disagreed while 10(4%) strongly disagreed to the statement. The above result indicates that Fair treatment encourage employee commitment

Item 2 of table 1 states that Second choice to employee during organizational conflict put smile on their face, 135 (54%) strongly agreed with the statement, 95(38%) agreed, 6(2.4%) were undecided,8(3.2%) disagreed while 6(2.4%) strongly disagreed to the statement. Thus, the result reveals that Second choice to employee during organizational conflict put smile on their face

Item 3 of table 1 shows that 115(46%) of the respondents strongly agreed that Friendly and sensitive interaction promotes employee commitment, 105(42%) agreed, 10(4%) of the respondents were indifference about the statement, 10(4%) disagreed to the statement while 10 (4%) of the respondents strongly disagree with the statement. The above finding reveal Friendly and sensitive interaction promotes employee commitment

Table 2 Responses on Employee commitment

	Questions	Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree	Total
4	Employee affective for their organization justify their commitment	105 (42%)	115 (46%)	15 (6%)	5 (2%)	10 (4%)	250
5	Employee commitment is a bye product of their commitment	98 (39.2%)	120 (48%)	7 (2.8%)	20 (8%)	5 (2%)	250
6	Employees that put in best in discharging their duties reflect their commitment	125 (50%)	110 (44%)	4 (1.6%)	6 (2.4%)	5 (2%)	250

Source: Fieldwork 2025

Item 4 of table 2 states that Employee affective for their organization justify their commitment, 105 (42%) strongly agreed with the statement, 115(46%) agreed, 15(6%) were undecided,5(2%) disagreed while 10(4%) strongly disagreed to the statement. The result indicates Employee affective for their organization justify their commitment

Item 5 of table 2 shows that 98(39.2%) of the respondents strongly agreed employee commitment is a bye product of their commitment, 120(48%) agreed, 7(2.8%) of the respondents were indifference about the statement, 20(8%) disagreed to the statement while 5 (2%) of the respondents strongly disagree with the statement. Thus the study reveals that employee commitment is a bye product of their commitment

Item 6 of table 3 shows that 125(50%) of the respondents strongly agreed that Employees that put in best in discharging their duties reflect their commitment, 110(44%) agreed, 4(1.6%) of the respondents were indifference about the statement, 6(2.4%) disagreed to the statement while 5

(2%) of the respondents strongly disagree with the statement. The finding shows that Employees that put in best in discharging their duties reflect their commitment

Table 3: Responses on Procedural Justice

S/N	Questions	Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree	Total
7	Fairness in resource distribution encourages employee participation	109 (43.6%)	125 (50%)	8 (3.2%)	4 (1.6%)	4 (1.6%)	250
8	Employee equity promotes employee involvement in decision making	130 (52%)	95 (38%)	5 (2%)	15 (6%)	5 (2%)	250
9	Equal distribution of wages among employee give them a sense of belonging	140 (56%)	85 (34%)	10 (4%)	10 (4%)	5 (2%)	250

Source: Filed work 2025

Item 7 of table 3 Indicates that 109(43.6%) of the respondents strongly agreed that Fairness in resource distribution encourages employee participation. 125(50%) agreed, 8(3.2%) were undecided, 4(1.6%) disagreed while 4(1.6%) strongly disagreed to the statement. The result indicates that Fairness in resource distribution encourages employee participation

Item 8 of table 3 states that employee equity promotes employee involvement in decision making , 130 (52%) strongly agreed with the statement, 95(38%) agreed, 5(2%) were undecided, 15(6%) disagreed while 5(2%) strongly disagreed to the statement. The finding indicates that employee equity promotes employee involvement in decision making

Item 9 of table 3 shows that 140(56%) of the respondents strongly agreed that equal distribution of wages among employee give them a sense of belonging, 85(34%) agreed, 10(4%) of the respondents were indifferent about the statement, 10(4%) disagreed to the statement while 5 (2%) of the respondents strongly disagree with the statement. The finding shows that equal distribution of wages among employee give them a sense of belonging

Table 4: Responses on Employee Satisfaction

Questions	Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree	Total
-----------	----------------	-------	-----------	----------	-------------------	-------

10	Treatment of employee with polite voice produce job satisfaction	135 (54%)	100 (40%)	5 (2%)	5 (2%)	5 (2%)	250
11	Employee becomes satisfy with their job when they receive their salary at when due	103 (41.2%)	127 (50.8%)	7 (2.8%)	8 (3.2%)	5 (2%)	250
12	Healthy working environment promotes job satisfaction	111 (44.4%)	122 (48.8%)	4 (1.6%)	7 (2.8%)	6 (2.4%)	250

Source: Fieldwork 2025

Item 10 of table 4 states that Treatment of employee with polite voice produce job satisfaction, 135 (54%) strongly agreed with the statement, 100(40%) agreed, 5(2%) were undecided, 5(2%) disagreed while 5(2%) strongly disagreed to the statement. The result indicates that Treatment of employee with polite voice produce job satisfaction

Item 11 of table 4 shows that 103 (41.2%) of the respondents strongly agreed that Employee becomes satisfy with their job when they receive their salary at when due, 127(50.8%) agreed, 7(2.8%) of the respondents were indifference about the statement, 8(3.2%) disagreed to the statement while 5 (2%) of the respondents strongly disagree with the statement.

Item 12 of table 4 shows that 111(44.4%) of the respondents strongly agreed that Healthy working environment promotes job satisfaction, 122(48.8%) agreed, 4(1.6%) of the respondents were indifference about the statement, 7(2.8%) disagreed to the statement while 6 (2.4%) of the respondents strongly disagree with the statement.

Table 5: Responses on Distributive Justice.

S/N	Questions	Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree	Total
13	Distributive justice promotes fairness of employee promotion	115 (46%)	115 (46%)	7 (2.8%)	10 (4%)	3 (1.2%)	250
14	Distribution justice encourages job assignment	126 (50.4%)	104 (41.6%)	5 (2%)	10 (4%)	5 (2%)	250
15	Pay as well as working conditions in the workplace	109 (43.6%)	111 (44.4%)	10 (4%)	15 (6%)	5 (2%)	250

Source: Fieldwork 2025

Item 13 of table 5 Indicates that 115(46%) of the respondents strongly agreed that distributive justice promotes fairness of employee promotion 115(46%) agreed, 7(2.8%) were undecided, 10(4%) disagreed while 3(1.2%) strongly disagreed to the statement.

Item 14 of table 5 states that distribution justice encourages job assignment, 126 (50.4%) strongly agreed with the statement, 104(41.6%) agreed, 5(2%) were undecided, 10(4%) disagreed while 5(2%) strongly disagreed to the statement.

Item 15 of table 6 shows that 109(43.6%) of the respondents strongly agreed pay as well as working conditions in the workplace, 111(44.4%) agreed, 10(4%) of the respondents were indifference about the statement, 15(6%) disagreed to the statement while 5 (2%) of the respondents strongly disagree with the statement.

Table 6: Responses on Goal attainment

S/N	Questions	Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree	Total
16	Employee achieving setout goal because they are fairly benefiting from the organization	125 (50%)	105 (42%)	7 (2.8%)	8 (3.2%)	5 (2%)	250
17	Low welfare package discourage employee to put in their best	130 (52%)	105 (42%)	5 (2%)	8 (3.2%)	5 (2%)	250
18	Employee involvement in goal setting promote goal attainment	150 (54%)	80 (32%)	7 (2.8%)	10 (4%)	3 (1.2%)	250

Source: Fieldwork 2025

Item 16 of table 6 indicates that 125(50%) of the respondents strongly agreed that Employee achieving setout goal because they are fairly benefiting from the organization. 105 (42%) agreed, 7 (2.8%) were undecided, 8(3.2) of the respondents disagree while 5(2%) strongly disagreed to the statement.

Item 17 of table 6 Indicates that 130(52%) of the respondents strongly agreed Low welfare package discourage employee to put in their best, 105(42%) agreed, 5(2%) were undecided, 8(3.2%) disagreed while 5(2%) strongly disagreed to the statement.

Item 18 of table 6 Indicates that 150(54%) of the respondents strongly agreed that Employee involvement in goal setting promote goal attainment. 80(32%) agreed, 7(2.8%) were undecided, 10(4%) disagreed while 3(1.2) strongly disagreed to the statement.

Hypothesis One

Ho: There is no significant positive relationship between Interactional Justice and employee commitment in manufacturing enterprise

Hi: There is a significant positive relationship between Interactional Justice and employee commitment in manufacturing enterprise

Table 7a Descriptive Statistics

	Mean	Std. Deviation	N
Interactional Justice	1.5880	.95809	250
Employee commitment	1.7040	.90091	250

Table 7b Correlations

		Interactional justice	Employee Commitment
Interactional justice	Pearson Correlation	1	.886**
	Sig. (2-tailed)		.000
	N	250	250
Employee commitment	Pearson Correlation	.886**	1
	Sig. (2-tailed)	.000	
	N	250	250

** . Correlation is significant at the 0.01 level (2-tailed).

Table 7a shows the descriptive statistics of the international justice and employee commitment, with a mean response of 1.5880 and std. deviation of .95809 for international justice and a mean response of 1.7040 and std. deviation of .90091 for employee commitment and number of respondents (250). By careful observation of standard deviation values, there is no much difference in terms of the standard deviation scores. This implies that there is about the same variability of data points between the dependent and independent variables.

Table 7b is the Pearson correlation coefficient for international justice and employee commitment. The correlation coefficient shows 0.886. This value indicates that correlation is significant at 0.05 level (2tailed) and implies that there is a relationship between international justice via employee dedication ($r = .886$). The computed correlations coefficient is greater than the table value of $r = .195$ with 248 degrees of freedom ($df. = n-2$) at alpha level for a two-

tailed test ($r = .886, p < .05$). However, since the computed $r = .886$, is greater than the table value of .195 we reject the null hypothesis and conclude that there is a significant positive relationship between international justice via employee commitment in manufacturing enterprise ($r = .886, P < .05$).

Hypothesis Two

Ho: There is no significant positive relationship between procedural justice and employee satisfaction in manufacturing enterprise

Hi: There is a significant positive relationship between procedural justice and employee satisfaction in manufacturing enterprise

Table 8a Descriptive Statistics

	Mean	Std. Deviation	N
Procedural justice	1.5160	.96200	250
Employee satisfaction	1.7320	.94645	250

Table 8b Correlations

		Procedural justice	Employee satisfaction
Procedural justice	Pearson Correlation	1	.801**
	Sig. (2-tailed)		.000
	N	250	250
Employee satisfaction	Pearson Correlation	.801**	1
	Sig. (2-tailed)	.000	
	N	250	250

** . Correlation is significant at the 0.01 level (2-tailed).

Table 8a shows the descriptive statistics of the procedural justice and employee satisfaction, with a mean response of 1.5160 and std. deviation of .96200 for procedural justice and a mean response of 1.7320 and std. deviation of .94645 for employee satisfaction and number of respondents (250). By careful observation of standard deviation values, there is no much difference in terms of the standard deviation scores. This implies that there is about the same variability of data points between the dependent and independent variables.

Table 8b is the Pearson correlation coefficient for procedural justice and employee satisfaction . The correlation coefficient shows 0.801. This value indicates that correlation is significant at 0.05 level (2tailed) and implies that there is a relationship between procedural justice via employee satisfaction ($r = .902$). The computed correlations coefficient is greater than the table

value of $r = .195$ with 248 degrees of freedom ($df. = n-2$) at alpha level for a two-tailed test ($r = .801, p < .05$). However, since the computed $r = .801$, is greater than the table value of $.195$ we reject the null hypothesis and conclude that there is a significant positive relationship between procedural justice and employee satisfaction in manufacturing enterprise ($r = .801, P < .05$).

Hypothesis Three

Ho: There is no significant positive relationship between distributive justice and Goal Attainment in manufacturing enterprise

Hi: There is a significant positive relationship between distributive justice and Goal Attainment in manufacturing enterprise

Table 9a Descriptive Statistics

	Mean	Std. Deviation	N
Distributive justice	1.6840	1.10863	250
Goal attainment	1.8160	.92171	250

Table 9b Correlations

		Distributive justice	Goal attainment
Distributive justice	Pearson Correlation	1	.607**
	Sig. (2-tailed)		.000
	N	250	250
Goal attainment	Pearson Correlation	.607**	1
	Sig. (2-tailed)	.000	
	N	250	250

** . Correlation is significant at the 0.01 level (2-tailed).

Table 9a shows the descriptive statistics of distributive justice and goal attainment, with a mean response of 1.6840 and std. deviation of 1.10863 for distributive justice and a mean response of 1.8160 and std. deviation of .92171 for goal attainment and number of respondents (250). By careful observation of standard deviation values, there is no much difference in terms of the standard deviation scores. This implies that there is about the same variability of data points between the dependent and independent variables.

Table 9b is the Pearson correlation coefficient for distributive justice and goal attainment. The correlation coefficient shows 0.607. This value indicates that correlation is significant at 0.05

level (2tailed) and implies that there is a relationship between distributive justice and goal attainment ($r = .607$). The computed correlations coefficient is greater than the table value of $r = .195$ with 248 degrees of freedom ($df. = n-2$) at alpha level for a two-tailed test ($r = .607, p < .05$). However, since the computed $r = .607$, is greater than the table value of $.195$ we reject the null hypothesis and conclude that there is a significant positive relationship between distributive justice and goal attainment in manufacturing enterprise ($r = .607, P < .05$).

Summary of Findings

The findings at the end of this study include the following

- i. There is a significant positive relationship between Interactional Justice and employee commitment in manufacturing enterprise
- ii. There is a significant positive relationship between procedural justice and employee satisfaction in manufacturing enterprise
- iii. There is a significant positive relationship between distributive justice and goal Attainment in manufacturing enterprise

Conclusion

The study concluded that organizational justice has been seen to enhance individual and group level results of employees in their organizations. Similarly, organizational justice has been observed to affect job satisfaction of employees of an organization, commitment, extra role behaviors, and citizenship behavior. Organizational justice means that distribution of pay, rewards and other benefits needs to be fair along with other resources to ensure distributive justice. Similarly, the procedures used in the organization are such that they are applied across the organization

Recommendations

Based on the findings of this study and the conclusions, the following recommendations were

- i. Manufacturing firms should adopt the spirit of interactional justice in terms of conflict resolutions by offering explanation in every step taken to resolve the issues
- ii. Manufacturing firms should be fair and just in rewarding and motivating their employees for work well done, that will promote satisfaction among employees

- iii. Manufacturing firms should always adopt equity theory that will educate employees to understand that their efforts determine their reward or benefits from the organization

REFERENCES

- Abdul K A, Raza H. L , Saif UR R , Parveen K, & Arif J (2019)The impact of organizational justice on organizational performance in view point of employee voice, European Online Journal of Natural and Social Sciences .8,(4). 624-641
- Adisu, M & Chalchissa A (2022)Effect of organizational justice on organizational performance with mediating variables of job satisfaction and organizational commitment- Systematic Article Review Study, Applied Journal of Economics, Management, and Social Sciences, 2, (1–9)12
- Aizzat M & Soon L (2008)Organizational justice as an antecedent of job performance .International Journal of Business, 9,(3)7
- Ajala, E.M. (2019). Organizational justice and job satisfaction among industrial employees in Ogun State, Nigeria. African Journal of Social Work, 5(1), 23-33.
- Akanbi, K. & Ofoegbu, O. (2016). Impact of perceived organizational justice on organizational commitment of a food and beverage firm in Nigeria. International Journal of Humanities and Social Science, 3(14), 207-218
- Anwar, G., & Shukur, I. (2015). The impact of training and development on job satisfaction: a case study of private banks in Erbil. International Journal of Social Sciences & Educational Studies, 2(1), 65
- Anwar, G., & Surarchith, N. K. (2015). Factors affecting shoppers' Behavior in Erbil, Kurdistan– Iraq. International Journal of Social Sciences & Educational Studies, 1(4), 10
- Anwar, K. (2017). Analyzing the conceptual model of service quality and its relationship with guests satisfaction: a study of hotels in Erbil. The International Journal of Accounting and Business Society, 25(2), 1-16

- Ari W , Cristina G & Thamendren A (2012)conducted study on organizational Justice in performance appraisal system and work performance: Evidence from an emerging market, *Journal of Human Resources Management Research*,4(2)89
- Cropanzano, R., & Greenberg, J. (2007). Progress in organizational justice: tunneling through the maze. *International Review of Industrial and Organizational Psychology*, 12(1),317-372.
- Dalia K.F & Zain N (2022)Analyzing the relationships between organizational justice and job performance, *International Journal of Engineering, Business and Management (IJEEM)* 7 (6)5
- Emmanuel S. A & Wosu M (2021) Procedural justice Erbil and employees' commitment in selected hospitals in Rivers State ,*African Journal of Social Sciences and Humanities Research*, 4(2). 49-58
- Evawere, J.L., & Eketu, C.A & Needorn, R. (2018). Organizational justice and workers' citizenship behaviour: a study of hotels in Port Harcourt. *International Journal of Advanced Academic Research in Social and Management Sciences*, 4(5),103-117
- Faeq, D. K. (2022). The effect of positive affectivity on creative outcome mediating by quality of work life. *Qalaai Zanist Journal*, 7(1), 862-877
- Faruk, K. (2016). The impact of organizational justice on employee performance: a survey in Turkey and Turkish context. *International Journal of Human Resource Studies*, 6(1),1-11
- Folger, R., & Konovsky, M.A. (2019). Effects of procedural and distributive justice on reactions to pay rise decisions. *Academy of Management Journal*, 32(1), 115–130.
- Gichira, P.M. (2016). Influence of organizational justice on commitment of employees in health sector non-governmental organizations in Kenya. A Thesis Submitted in Partial Fulfillment for the Award of the Degree of Doctor of Philosophy in Human Resource Management in the Jomo Kenyatta. University of Agriculture and Technology.
- Goodfaith N, & John C, (2021)Organisational justice and employee performance of government owned Polytechnics in Anambra State of Nigeria, *Journal of Business and African Economy* 7(1)8

- Greenberg, J. (1987). Using diaries to promote procedural justice in performance appraisals. *Social Justice Research*, 219-234
- Griffin, M.A, Neal, A &., Parker, S.K. (2007). A new model of work role performance: Positive behavior in uncertain and Interdependent Contexts. *Academy of Management Journal*, 50(2), 327-347
- Karanja, G.W. (2016) Effect of organizational justice on organizational commitment in public secondary schools and commercial banks in Kenya. A Thesis Submitted in Partial Fulfilment for the Degree of Doctor of Philosophy in Human Resource Management in the Jomokenyatta University of Agriculture and Technology
- Khtatbeh, M.M., Mohamed, M. & Rahman, S. (2020). The mediating role of procedural justice on the relationship between job analysis and employee performance in Jordan Industrial Estates. *School of Business and Economics, Universiti Putra Malaysia*, 43400, UPM Serdang, Selangor DarulEhsan, Malaysia.
- Krishnan, R., Loon, K. W., & Yunus, N. A. S. (2018). Examining the relationship between organizational justice and job performance. *International Journal of Academic Research in Business And Social Sciences*, 8(3), 466-77
- Mark N & Adrian T(2002) Organisational justice, trust and the management of change An exploration, *Personnel Review* . 32 (3). 360-375
- Mohammad, J., Quoquab, F., Idris, F., & Al-Jabari, M., Hussin, N., & Wishah, R. (2018). The relationship between Islamic work ethic and workplace outcome: A partial least squares approach. *Personnel Review*,3(4)9
- Moses A. T, John E & Sunday R. E (2020)Organizational justice and the performance of public primary school teachers in Benue State-Nigeria, *BSUJEM* 2(1)7
- Moses. John & Richard (2020) examined organizational Justice and the performance of Public Primary School Teachers in Benue State-Nigeria
- Muller, J. E. (2011). The relationships between organizational justice, employability job satisfaction and organizational commitment of employees. *Human Resource Management Review*, 46-62

- Nethavhani & Maluka (2020) Perceived organisational justice among academic employees at a selected higher learning institution, *The Business and Management Review*, 11(2)76
- Ogwuche, C.H., Musa, M.H. & Nyam, J. (2018). Influence of perceived organizational justice and organizational climate on job performance among secondary school teachers in Makurdi metropolis. *Organizational Behavior and Human Decision Processes*, 86(2), 278–321.
- Orishede F & Bello, A (2019) Relationship between organizational justice and employees performance, *Nigerian Journal of Management Sciences* 7(1) 387
- Pekel, A. (2021). Organizational justice perception of work performance and relationship of work performance with the organizational opposition level: A Study on Physical Education and Sports Teachers (Istanbul Province,8(3)25
- Quyên H (2020)The Relationship between organisational justice, Employee satisfaction, and employee performance: A case study in Vietnam . *International Journal of Innovation, Creativity and Change*. www.ijicc.net 13(7) 9
- Taamneh, A.M. (2015). Impact of practicing procedural justice on employees' organizational citizenship behavior in the Jordanian Ministry of Justice. *International Journal of Business and Social Science*, 6(8)
- Taghrid S, Rateb J, Niveen M., Basheer A & Majed M (2021) Organisational justice and job engagement predicating work performance. *Int. J. Business Excellence*, 24(1)8
- Viswesvaran, C., & Ones, D.S. (2000). Perspectives on models of job performance, *International Journal of Selection and Assessment*, (8), 216-226