



POLAC MANAGEMENT REVIEW (PMR)
DEPARTMENT OF MANAGEMENT SCIENCE
NIGERIA POLICE ACADEMY, WUDIL-KANO



EFFECT OF PROCEDURAL JUSTICE AND INTERACTIVE JUSTICE ON EMPLOYEES JOB SATISFACTION IN GOMBE STATE TERTIARY INSTITUTIONS

Mohammed Abdullahi

Department of Business Administration and Management, Gombe State Polytechnic, Bajoga

Babangida M. Musa, PhD

Department of Business Admin, Gombe State University, Gombe

Abubakar Bala, PhD

Department of Business Admin, Gombe State University, Gombe

Abstract

The study examines the effect of procedural Justice and Interactive justice on Job Satisfaction at Gombe State Higher Educational Institutions (HEI). Two dimensions of organizational justice were taken which include procedural justice and interactional justice. The research was conducted among teaching and non-teaching staff of Gombe State Higher Educational Institutions (HEI). Relevant literatures were reviewed on job satisfaction, procedural justice, interactive justice, empirical review of the relationships among the variables were assessed. The study is underpinned by the theory of social exchange theory. The study employed a quantitative research design method. The population of the study is 2711 teaching and non-teaching staff of the six Higher Educational Institutions (HEI) owned by Gombe State. The sample size of 338 taken from Krejcie and Morgan table. Data was collected through the personal distribution and retrieval of structured questionnaires. Basic description profile of the respondents was analysed. The tool of Analysis was multiple regression. Findings from the study indicated that, both procedural justice and interactive justice were reported to have positive significant effect on job satisfaction in Gombe State Higher Educational Institutions (HEI). It is recommended that government and management of the Gombe State tertiary institution should do more in ensuring there is fair playing ground for all the staff as it increases job satisfaction which also increases employee productivity. It is also recommends that interactive justice which include how employees perceived being treated should be of less priority to management of these tertiary institutions as it also decreases job satisfaction.

Keywords; Procedural Justice, Interactive Justice and Job Satisfaction

1. Introduction

The concept of job satisfaction has been studied widely, and still receiving attention. When employees are both satisfied with their jobs and committed to the organization, the bond with the organization will be strengthened and will result in greater cooperation and a reduced likelihood of quitting. Staffs with higher satisfaction are more likely to behave with high productivity, less absenteeism, stress and resignation. Higher job satisfaction is also considered as an effective approach to retain and attract staff. Job satisfaction is important because it enhances employee morale, creates enjoyable relationships with co-workers, promotes

creativity and innovation and encourages organizational citizenship behavior and influence organizational success. In addition, job satisfaction leads to increased employee retention, lower levels of absenteeism, higher productivity and better quality service (Chin, 2018).

Job satisfaction plays a very important role in the workplace for both employees and businesses. Staffs that are happy in their jobs will have a better quality of life than those who aren't, and businesses who keep their staff happy will often see a plethora of positive effects in the workplace.

A more detailed focus on job satisfaction shows that employees may be satisfied with some aspects of the job,

but not with others (Fennell, 2021). Although the various aspects of job satisfaction such as pay and supervision are differentially related to its proposed antecedents as well as outcomes, the majority of research did not focus on the different facets but on a general, global level of job satisfaction.

However, organizational justice is an important area of research in human resource management and organizational behavior since the 1990s although its origin is traceable to longer periods. Indeed, justices in organizations have considerable appeal just like in society as a whole. Organizational justice affects the life, relationship, and wellbeing of the workforce and the individual worker. The perception of justice is important as it can affect the management by affecting performance and engendering counterproductive behavior and workplace conflict (Woldearegay, 2021). Organizational justice may also affect staff attitudes, intentions, and behaviors (Lambert et al., 2020). Organizational justice could be seen from different perspectives which include but not limited to distributive, procedural, interactional and interpersonal.

Employee job satisfaction in any organization in ideal situation supposed to be the focus of management as it will increase productivity and encourage workers to contribute more to achieve organizational goals and objectives. However, Gombe State tertiary institutions' employees are surrounding by various problems which hindered them from given out their best in terms of meeting the aspirations of the founding fathers of such institutions. Problems such as staff promotion, welfare, bottom loaded staff, favoritisms, wrong placement of some employees and many others.

To this end, organizational justice such as procedural and interactional may be seen as solution to this carnage that is haunting the tertiary education system for almost a decade now. How does procedural justice affect job satisfaction of employees in Gombe state tertiary education? Does interactional justice improve or otherwise employee job satisfaction? The study attempts to provide answer to these questions.

Objective of the Study

The general objective of this study is to examines the effect of procedural Justice and Interactive justice on Job Satisfaction at Gombe State Higher Educational Institutions (HEI). While the specific objectives are:

- i. To examine the effect of procedural justice on job satisfaction in Gombe state tertiary institutions.
- ii. To evaluate the effect of interactional justice on job satisfaction in Gombe state tertiary institutions.

2. Literature Review

Employees' Job Satisfaction

Job satisfaction is an important work attitude for both staff and their employing institutions. Job satisfaction is the pleasurable or positive emotional feelings a worker has about his or her job experiences in relation to previous experiences, current expectations, or available alternatives. It is also 'the extent to which people like or dislike their jobs' (Lamond, *et al.*, 2017; Spector, 1997) Job satisfaction results when employees' appraisals of their job experiences fulfill their employment-related wants and needs and lead to a positive emotional states (Lambert et al., 2020). Job satisfaction is associated with reduced work absenteeism, lower levels of job burnout, decreased turnover intent/turnout, increased support for educational programs, higher life satisfaction, greater commitment to the organization (Keena *et al.*, 2020), an increased likelihood of engaging in pro-social work behaviors (i.e., going above what is expected), greater creativity and support for organizational change and improved performance (Woldearegay, 2021).

Organizational Justice

Organizational justice is one of the most frequently researched areas in human resources management, organizational psychology and organizational behavior. Organizational justice represents an employee's perception of justice in a workplace. It is defined as "the degree to which individuals believe that the outcomes they receive and the way in which they are treated by an organization are fair, equitable and in line with expected moral and ethical standards" (Singhry, 2018).

Procedural Justice

This refers to employees' perceived fairness about the authority's decision-making processes, and the HR policies and practices and processes that subsequently affect their work outcomes (Fujimoto *et al.*, 2013). Procedural justice focuses on the organization's decision to impose punishments and distribute rewards such as pay raises promotion and performance appraisal ratings. (Hur *et al.*, 2014; Singhry, 2018) found a significant relationship between procedural justice and job performance.

Interactional Justice

This refers to 'employees' perceived fairness about the quality of interpersonal treatment that employees receive from an authority' (Le *et al.*, 2020). It relates specifically to how fairly management distributes communication opportunities and how the quality of supervisor employee communication is perceived by employees. It addresses the issue of how respectfully managers communicate with subordinates and how fairly they distribute communication opportunities among subordinates. Interactional justice is divided into interpersonal justice and informational justice.

De Clercq *et al.*, (2020) investigates the relationship between employees' perceptions of procedural justice and their job performance. A Survey data was collected in three rounds among employees and their supervisors in Pakistan. The study found a positive relationship between procedural justice and job performance.

Lambert *et al.*, (2020) examine how the perception of distributive justice (fairness of outcomes) and procedural justice (fairness of processes to reach outcomes) are linked with job stress of correctional staff in southeast Nigeria. The findings showed a significant relationship between organizational justice and job stress. Contrary to a similar study in the United States that found that distributive justice had more impact on correctional job stress, employee perceptions that organizational processes and procedures were fair and transparent were associated with a reduced level of stress in Nigeria. One implication of the study findings is that the impact of the

distributive and procedural types of justice on staff morale and stress may be attributed to environmental context and situation. The authors did not indicate the population of their respective study areas and as well as the instruments used in data collection and tools of analysis

Qureshi *et al.*, (2020) used survey data from 827 police officers from the Indian state of Haryana to explore how distributive and procedural justice affects job involvement. Ordinary least squares (OLS) regression analysis indicated that both components of procedural justice (promotions and evaluations) were positively related to and significant predictors of, job involvement; however, distributive justice did not have a significant effect in the multivariate analysis.

Woldearegay, (2021) examine the relationship among interactive justice and job satisfaction in the Ethiopian federal state media sector. Data were gathered from samples of journalists working for Ethiopian Television, Addis Ababa Media Network, Ethiopian Press Agency and Ethiopian News Agency using self-administered scales. Findings of multiple regression analyses indicated that job satisfaction and interactive justice together explained more than a third of the variance in organizational commitment. Partial least squares methods further showed paths: (a) between interactive justice and commitment, (b) interactive justice and job satisfaction, (c) job satisfaction and commitment were significant. A mediation effect of job satisfaction on the relationship between interactive justice and commitment was also observed.

The authors did not indicate the population of their respective study areas and as well as the instruments used in data collection and tools of analysis.

Zahednezhad *et al.*, (2020) tested a hypothetical model linking various dimensions of organizational justice to the job satisfaction and nurses' intention to leave the profession based on the theoretical assumptions of the Alexander model of voluntary turnover. A cross sectional survey methods of 317 inpatient ward nurses of six teaching hospitals in Tehran, Iran during 1 September 2017–14 November 2018 were conducted.

Clinical nurses were recruited by a multistage random sampling. Data were collected using structured questionnaires of organizational justice, job satisfaction, and nurses' intention to leave. Data were analyzed by structural equation modeling using Amos 22 statistical program. The structural equation model demonstrated adequate fit and the hypothesized correlations were partially supported. The findings suggested that the distributive justice ($p < .001$; $\beta = 0.24$) and interactional justice ($p < .001$; $\beta = 0.44$) could indirectly affect the nurses' intention to leave the nursing profession via the direct impact on job satisfaction. Furthermore, distributive and interactional justice could reduce the intention to leave the nursing profession by influencing the job satisfaction of the clinical nurses.

This study is influenced by the theoretical framework of Zahednezhad *et al.*, (2020). This study aims to test a hypothetical model linking various dimensions of organizational justice to the job satisfaction and nurses' intention to leave the profession based on the theoretical assumptions of the Alexander model of voluntary turnover. This study is influenced by the organizational

justice theory proposed by Kreitner & Kinicki (2014); Sembiring *et al.*, (2020) It states that organizational justice has three different components, i.e. distributive justice, procedural justice and interactional justice. Distributive justice reflects the perceived fairness of how resources and rewards are distributed or allocated. Procedural justice refers to the perceived fairness of the processes and procedures used to make distribution decisions. Interactional justice is related to the quality of interpersonal treatment received by members.

According to the social exchange theory, negotiated exchanges between employees and employers form the basis of social relationships (Blau, 1964). It is suggested that workers exchange their inputs (physical and mental effort, skills, time, etc.) for specific incentives that the organization provides (salary, benefits, as well as intangibles such as recognition, respect, reputation, and status). It represents employee's mental tally of the "give and take" of the employment relationship. In line with the theory, behavioral responses to justice perceptions have been described as manifestations of social exchange at the work- place (Mylona & Mihail, 2019).

Independent Variable

Dependent Variable

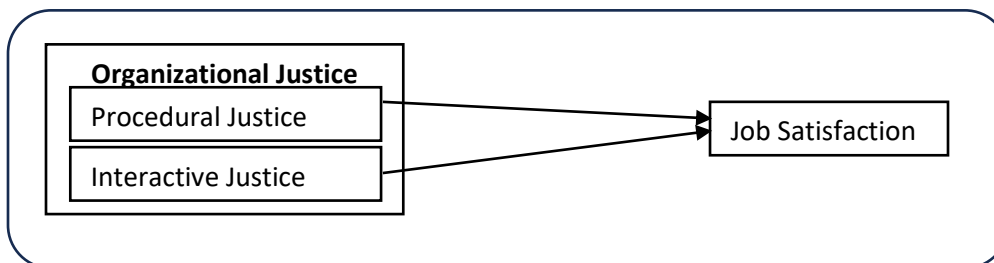


Figure 1.

Source: Adapted from the work of Ashraf *et al.*, (2020), Dhaouadi & Sliti, 2020; Niehoff & Moorman, 1993).

Figure 1 shows the relationship between dependent variables (procedural justice and interactive justice) and dependent variable (Job Satisfaction).

3. Methodology

This study employed a quantitative research design based on descriptive survey method. The survey adopted a cross-sectional strategy where questionnaires were given to respondents only once. The total population of the study is two thousand seven hundred and eleven (2,711) for the six institutions which consists of GSU

(1469), CONS (108), GSPB (271), COELSN (219), COEB (402) and COHSTK (242) respectively. Table 1 below, described the population of the six institutions across four different cadres. The record was obtained from the Registry Department of the six Higher Educational Institutions as at 2022-2023. However, this study used Krejcie and Morgan (1970) Table for the

determination of sample size. Based on the staff population of 2,711, the sample size will be 338, comprising of 183, 14, 34, 27, 50 and 30 for the six Higher Educational Institutions respectively. The respondents will be selected through a proportionate random sampling technique of the four categories of

staff in the six Higher Educational Institutions in Gombe. Multiple regressions was used to test the hypotheses developed results

4. Results and Discussion

Table 1: Reliability

Construct	Cronbach's Alpha	N of Items
Procedural Justice	0.812	6
Interactive Justice	0.860	7
Job Satisfaction	0.842	9

Table 1 shows reliability of the items in the constructs with procedural justice having 6 items with a cronbach's alpha of 0.812, interactional justice has 7 items with cronbach's alpha of 0.860 and job satisfaction with 9

items with Cronbach's alpha of 0.842. this shows the items that measured the three constructs are reliable enough to measure the constructs.

Table 2: Correlation

		Procedural	Interactive	Job satisfaction
Procedural	Pearson Correlation	1		
	Sig. (2-tailed)			
	N	325		
Interactive	Pearson Correlation	.370**	1	
	Sig. (2-tailed)	.000		
	N	325	325	
Job satisfaction	Pearson Correlation	-.050	-.204**	1
	Sig. (2-tailed)	.369	.000	
	N	325	325	325

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

Table 2 shows correlations of constructs that made up the study. This indicates no multicollinearity among the constructs understudy.

Table 3 Normality Test

		Procedural	Interactive	Job_satis
N	Valid	325	325	325
	Missing	0	0	0
Skewness		-.190	-.782	-.324
Std. Error of Skewness		.135	.135	.135
Kurtosis		.261	-.404	-.778
Std. Error of Kurtosis		.270	.270	.270

Table 3 shows normality values of all the constructs. Skewness for the three construct is within -1 and +1 values which indicates the data is belt-shaped that is

normally distributed and kurtosis values are within -3 and +3 threshold. This shows there is no issue of peakness or flatness of the data understudy.

Table 4: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.206 ^a	.420	.360	.05786

a. Predictors: (Constant), interactive, Procedural

Table 4 shows the adjusted R square of 0.36 which indicates that the two constructs used in the study

(procedural and interactive justice) explained 36% of the variation in dependent variable (job satisfaction)

Table 5: ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4.423	2	2.212	7.106	.001 ^b
	Residual	100.209	322	.311		
	Total	104.632	324			

a. Dependent Variable: Job satisfaction

b. Predictors: (Constant), interactive, Procedural

Table 5 shows that organizational justice is significant. This indicates that organizational justice has significant

effect on job satisfaction in Gombe State tertiary institutions.

Table 6: coefficient

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.587	.256		17.932	.000
	Procedural	.029	.057	.029	.502	.616
	interactive	-.165	.045	-.215	-3.657	.000

a. Dependent Variable: Job satisfaction

4.1 Test of Hypotheses

HO₁ Null there is no significant effect of procedural justice on job satisfaction in Gombe state tertiary institutions. The null hypothesis is accepted since the significant value is more than 0.05 that is 0.616. The results show that procedural justice has no significant effect on job satisfaction in Gombe state tertiary institutions.

HO₂ there is no significant effect of interactive justice on job satisfaction in Gombe state tertiary institutions. The null hypothesis is rejected because p-value of 0.000 is less than 0.05. The result indicates that there is significant positive effect of interactive justice on job satisfaction in Gombe state tertiary institutions.

4.2 Discussion of Finding

There is insignificant positive effect of procedural justice on job satisfaction in Gombe State tertiary institutions.

The result conforms with that of and contradict that of Qureshi *et al.*, (2020)

There is significant negative effect of interactive justice on job satisfaction in Gombe State Tertiary Institutions. This means that when interactive justice is increase by one unit job satisfaction will reduce by 0.215. The result conforms with that of Woldearegay, (2021) and contradict that of Zahednezhad *et al.*,(2020).

5. Conclusion and Recommendations

The study concludes that there is significant effect of organizational justice on job satisfaction in Gombe state tertiary institutions. It also concludes that procedural justice ha insignificant positive effect on job satisfaction in Gombe state tertiary institutions. Lastly interactive

justice has negative significant effect on job satisfaction in Gombe state tertiary institutions.

The following recommendations were made based on the result: The management of these tertiary institutions in Gombe state should reduce interactive justice as it reduces job satisfaction which consequently reduce productivity. Organizational justice

The two constructs used in the study explained 36% of the variation in job satisfaction which means there are other variables that complement 74% unexplained by this research which include compensation structure, distributive justice etc.

Reference

- Adamovic, M. (2023). From fair supervisor to satisfied employee: a comparative study of six organizational justice mechanisms. *Journal of Managerial Psychology*.
<https://doi.org/https://doi.org/10.1108/JMP-10-2022-0566>
- Ajzen, I. (2020). The theory of planned behavior: Frequently asked questions. *Human Behavior and Emerging Technologies*, 2(4), 314–324.
<https://doi.org/10.1002/hbe2.195>
- Alazmi, A. A., & Alenezi, A. S. (2023). Exploring the mediating role of trust in principal on the relationship between organizational justice and teacher commitment in Kuwait. *International Journal of Leadership in Education*, 26(5), 778–794.
<https://doi.org/10.1080/13603124.2020.1832705>
- Arab, H.R. and Atan, T. (. (2018). Organizational justice and work outcomes in the Kurdistan Region of Iraq", *Management Decision*, 56(4), 808–827.
- Ashraf, A. M. (2020). Demographic factors, compensation, job satisfaction and organizational commitment in private university: an analysis using SEM. *Journal of Global Responsibility* © EmeraldPublishingLimited, 33(5), 848.
<https://doi.org/10.1108/JGR-01-2020-0010>
- Ashraf, S. W., Abdel, M. G., & Rasheed, H. (2022). Explaining the effect of Organizational Justice on Job Satisfaction and Work Performance. *International Journal of Social Science And Human Research*, 05(12), 5758–5809.
<https://doi.org/10.47191/ijsshr/v5-i12-63>
- Aziz et al. (2021). Conceptual Framework on Authentic Leadership and Teachers' Commitment to Change_ The Mediating Role of Job Satisfaction. *Turkish Online Journal of Qualitative Inquiry*, 5(12), 3869–3883.
- Chetty, P. (2018). *Role of organizational justice theory in performance management*. 3(1), 7–11.
- Chin, C. L. (2018). The Influence of Job Satisfaction on Employee Turnover Intention in the Manufacturing Industry of Malaysia. *Journal of Arts & Social Sciences*, 1(2), 53–63.

- Colquitt, J. A., Wesson, M. J., Porter, C. O. L. H., Conlon, D. E., & Ng, K. Y. (2001). Justice at the millennium: A meta-analytic review of 25 years of organizational justice research. *Journal of Applied Psychology*, 86(3), 425–445. <https://doi.org/10.1037/0021-9010.86.3.425>
- De Clercq, D., Ul Haq, I., & Azeem, M. U. (2020). Unpacking the relationship between procedural justice and job performance. *Management Decision*, 59(9), 2183–2199. <https://doi.org/10.1108/MD-09-2019-1211>
- Devonish, D. (2018). Effort-reward imbalance at work: the role of job satisfaction. *Personnel Review*, 47(2), 319–333. <https://doi.org/10.1108/pr-08-2016-0218>
- Dhaouadi, K., & Sliti, F. (2022). Organizational Justice and Affective Commitment in the Post-Revolution Tunisian Context: The Role of Employment Type. *Journal of African Business*, 23(2), 454–479. <https://doi.org/10.1080/15228916.2020.1842707>
- Eberlin, R. J., & Tatum, C. B. (2008). Making just decisions: Organizational justice, decision making, and leadership. *Management Decision*, 46(2), 310–329. <https://doi.org/10.1108/00251740810854177>
- Eric, L. G., Keena, L. D., Leone, M., May, D., & Haynes, S. H. (2020). The effects of distributive and procedural justice on job satisfaction and organizational commitment of correctional staff. *Social Science Journal*, 57(4), 405–416. <https://doi.org/10.1016/j.soscij.2019.02.002>
- Farrington, S. M., & Lillah, R. (2018). Servant leadership and job satisfaction within private healthcare practices. *Leadership in Health Services*, 1–23. <https://doi.org/10.1108/LHS-09-2017-0056>
- Fennell, A. (2021). Job satisfaction statistics 2021 | UK + global report Ranstad – job satisfaction by Glassdoor Job type satisfaction survey – <https://www.glassdoor.co.uk/blog/uk-jobs-highest-satisfaction-2020/>. In November (p. 1). <https://jobdescription-library.com/job-satisfaction-statistics>
- Fernandes, C., & Awamleh, R. (2006). Impact of organisational justice in an expatriate work environment. *Management Research News*, 29(11), 701–712. <https://doi.org/10.1108/01409170610716016>
- Fujimoto, Y., Härtel, C. E. J., & Azmat, F. (2013). Towards a diversity justice management model: Integrating organizational justice and diversity management. *Social Responsibility Journal*, 9(1), 148–166. <https://doi.org/10.1108/17471111311307877>
- García Torres, D. (2018). Distributed leadership and teacher job satisfaction in Singapore. *Journal of Educational Administration*, 56(1), 127–142. <https://doi.org/10.1108/JEA-12-2016-0140>
- Ghaderi, Z., Tabatabaei, F., Khoshkam, M., Shahabi, R., & Sorman, A. (2023). Exploring the Role of Perceived Organizational Justice and Organizational Commitment as Predictors of Job Satisfaction among Employees in the Hospitality Industry. *International Journal of Hospitality and Tourism Administration*, 24(3), 415–444. <https://doi.org/10.1080/15256480.2021.1988882>
- Hair, J., Black, W., Babin, B., & Anderson, R. (2010). *Multivariate Data Analysis: A Global Perspective*.
- Hur, W. M., Kim, B. S., & Park, S. J. (2015). The relationship between coworker incivility, emotional exhaustion, and organizational outcomes: The mediating role of emotional exhaustion. *Human Factors and Ergonomics In Manufacturing*, 25(6), 701–712. <https://doi.org/10.1002/hfm.20587>
- Jang, J., Lee, D. W., & Kwon, G. H. (2021). An Analysis of the Influence of Organizational Justice on Organizational Commitment. *International*

- Journal of Public Administration*, 44(2), 146–154.
<https://doi.org/10.1080/01900692.2019.1672185>
- Kadarisman, M. (2019). The influence of compensation, development, and supervision towards the performance of civil servants in depok city government, Indonesia. *Cogent Psychology*, 6(1), 1–23.
<https://doi.org/10.1080/23311908.2019.1620402>
- Karem, M. A., Jameel, A. S., & Ahmad, A. R. (2019). The impact of organizational justice dimensions on organizational commitment among bank employees. *International Journal of Psychosocial Rehabilitation*, 23(2), 502–513.
- Katsumi, A., Hoshino, H., Fujimoto, S., Yabe, H., Ikebuchi, E., Nakagome, K., & Niwa, S. I. (2019). Effects of cognitive remediation on cognitive and social functions in individuals with schizophrenia. *Neuropsychological Rehabilitation*, 29(9), 1475–1487.
<https://doi.org/10.1080/09602011.2017.1409639>
- Keena, L. D., Lambert, E. G., Haynes, S. H., May, D., & Buckner, Z. (2020). Examining the Relationship between Job Characteristics and Job Satisfaction among Southern Prison Staff. *CORRECTIONS: POLICY, PRACTICE AND RESEARCH*, 5(2), 109–129.
<https://doi.org/10.1080/23774657.2017.1421053>
- Khan, A. J., Bhatti, M. A., Hussain, A., Ahmad, R., & Iqbal, J. (2021). Employee Job Satisfaction in Higher Educational Institutes: A Review of Theories. *Journal of South Asian Studies*, 9(3), 257–266. <https://doi.org/10.33687/jsas.009.03.3940>
- Kline, R. B. (2011). *Principles and practice of structural equation modeling*, 3rd ed.
- Lambert, E. G., Richard, T., Otu, S. E., & Elechi, O. O. (2020). The Association of Organizational Justice with Job Satisfaction and Organizational Commitment among Nigerian Correctional Staff International. *International Journal of Offender Therapy and Comparative Criminology*, 1 –25.
<https://doi.org/10.1177/0306624X20946926>
- Lamond, D. Spector, P. E., McDonald G., and Hosking, B. (2017). OF EMICS AND ETICS: THE DEVELOPMENT OF A CROSS-CULTURAL FACET MEASURE OF JOB SATISFACTION. *Academy of Management*.
<https://doi.org/10.5220/0009447402540261>
- Le, H., Palmer, C. J., & Fujimoto, Y. (2020). Organizational justice and climate for inclusion. *Personnel Review*, 50(1), 1–20.
<https://doi.org/10.1108/PR-10-2019-0546>
- Li, C. jun, Chang, K. K., & Ou, S. M. (2020). The relationship between hotel staff's organizational justice perception, relationship quality and job performance. *Cogent Social Sciences*, 6(1).
<https://doi.org/10.1080/23311886.2020.1739953>
- Mardanov, I. (2020). Intrinsic and extrinsic motivation, organizational context, employee contentment, job satisfaction, performance and intention to stay. *Evidence-Based HRM*, 9(3), 223–240.
<https://doi.org/10.1108/EBHRM-02-2020-0018>
- Masterson, S. S. (2001). A trickle-down model of organizational justice: Relating employees' and customers' perceptions of and reactions to fairness. *Journal of Applied Psychology*, 86(4), 594–604.
<https://doi.org/10.1037/0021-9010.86.4.594>
- Matla, S. J., & Xaba, M. I. (2020). Teachers ' job satisfaction at disadvantaged schools A quantitative research in the. *International Journal of Educational Management*, 34(4), 725–736.
<https://doi.org/10.1108/IJEM-08-2019-0303>
- MBA Skool Team. (2021). Job Satisfaction Meaning, Importance, Factors & Example. In *Hospital administration currents*.
- Minibas-Poussard, J., Le, J. R., & Erkmen, T. (2017). The moderating role of individual variables in the

- relationship between organizational justice and organizational commitment. *Emeraldinsight*, 34(1), 1–34.
- Mylona, E., & Mihail, D. (2001). the Role of Perceived Supervisor Support and Perceived Organisational Support on Employees' Motivation To Learn and Develop. the Case of the Greek Public Sector. *42nd International Academic Conference, Rome DOI*., September, 236–249. <https://doi.org/10.20472/iac.2018.042.033>
- Mylona, E., & Mihail, D. (2019). Enhancing Employees' Work Performance through Organizational Justice in the Context of Financial Crisis. A Study of the Greek Public Sector. *International Journal of Public Administration*, 42(6), 509–519. <https://doi.org/10.1080/01900692.2018.1491592>
- Niehoff, B. P., & Moorman, R. H. (1993). Justice as a Mediator of the Relationship Between Methods of Monitoring and Organizational Citizenship Behavior. *Academy of Management Journal*, 36(3), 527–556. <https://doi.org/10.5465/256591>
- Organizational Justice and Performance of Hotel enterprises: Impact of Job Embeddedness*. (n.d.). <https://doi.org/10.1155/2021/7040620>
- Qureshi, H., Lambert, E. G., & Frank, J. (2020). Organisational Justice and Police Job Involvement in Haryana, India. *Howard Journal of Crime and Justice*, 59(4), 442–464. <https://doi.org/10.1111/hojo.12384>
- Ren, Z., Zhang, X., Li, X., He, M., Shi, H., Zhao, H., Zha, S., Qiao, S., Li, Y., Pu, Y., Fan, X., Guo, X., Sun, Y., & Liu, H. (2021). Relationships of organisational justice, psychological capital and professional identity with job burnout among Chinese nurses: A cross-sectional study. *Journal of Clinical Nursing*, 30(19–20), 2912–2923. <https://doi.org/10.1111/jocn.15797>
- Safdar, S., & Liu, S. (2020). The Influence of Justice on Commitment of Pakistani Bankers: Job Satisfaction as Mediator. *International Journal of Public Administration*, 43(14), 1183–1193. <https://doi.org/10.1080/01900692.2019.1668408>
- Sembiring, N., Nimran, U., & Astuti, E. S. (2019). *The effects of emotional intelligence and organizational justice on job satisfaction , caring climate , and criminal investigation officers ' performance*. <https://doi.org/10.1108/IJOA-10-2019-1908>
- Sembiring, N., Nimran, U., Astuti, E. S., & Utami, H. N. (2020). The effects of emotional intelligence and organizational justice on job satisfaction, caring climate, and criminal investigation officers' performance. *International Journal of Organizational Analysis*, 28(5), 1113–1130. <https://doi.org/10.1108/IJOA-10-2019-1908>
- Singh, P., & Tiwari, S. (2021). “Impact of Compensation on Job Satisfaction and Employee Performance during Covid-19 in IT Sector.” *Turkish Online Journal of Qualitative Inquiry (TOJQI)*, 12(7), 7438–7459.
- Singhry, B. H. (2018). Perceptions of leader transformational justice and job satisfaction in public organizations. *International Journal of Public Leadership*, 14(2), 80–95. <https://doi.org/10.1108/ijpl-01-2018-0007>
- Swalhi, A., Zgoulli, S., & Hofaidhllaoui, M. (2017). The influence of organizational justice on job performance: The mediating effect of affective commitment. *Journal of Management Development*, 36(4), 542–559. <https://doi.org/10.1108/JMD-11-2015-0162>
- Veretennik & Kianto, 2019. (2020). *Impact of Organizational Justice on Employee ' s Job Satisfaction*. 4(9), 150–158.
- Vijayakumar, V. S. R., & Saxena, U. (2015). Herzberg revisited: Dimensionality and structural invariance of Herzberg's two factor model. *Journal of the*

- Indian Academy of Applied Psychology*, 41(2), 291–298.
- Woldearegay, A. G. (2021). Predictive model of organizational justice, job satisfaction, and commitment: The context of the state media sector in the Ethiopian federation. *Journal of Ethnicity in Criminal Justice*, 7(1). <https://doi.org/10.1080/23311886.2021.1930866>
- Yu, J., Lee, A., Han, H., & Kim, H.-R. (2019). The determinants of job satisfaction in the Egyptian labor market. Review of Economics and Political Science. *Journal of Quality Assurance in Hospitality and Tourism*, 4(1), 54–72. <https://doi.org/10.1080/1528008X.2019.1663571>
- Zahednezhad, H., Hoseini, M. A., Ebadi, A., Farokhnezhad Afshar, P., & Ghanei Gheshlagh, R. (2020). Investigating the relationship between organizational justice, job satisfaction, and intention to leave the nursing profession: A cross-sectional study. *Journal of Advanced Nursing*, 77(4), 1741–1750. <https://doi.org/10.1111/jan.14717>
- Zainudin, A. (2012a). *INTRODUCTION TO STRUCTURAL EQUATION MODELING* _ Wan Mohamad Asyraf Wan Afthanorhan - Academia.
- Zainudin, A. (2012b). Reliability and validity of job content questionnaire for university research laboratory staff in Malaysia. *The Southeast Asian Journal of Tropical Medicine and Public Health*, 45(2), 481–489.
- Zeki, S. I., Ince, H., Turkcan, H., & Atakay, B. (2019). The Effect of Organizational Justice and Organizational Commitment on Knowledge Sharing and Firm Performance. *Procedia Computer Science*, 158, 899–906. <https://doi.org/10.1016/j.procs.2019.09.129>
- Zhao, X., Hwang, B.-G., & Jane, L. (2020). Job Satisfaction of Project Managers in Green Construction Projects: Constituents, Barriers, and Improvement Strategies. *Journal of Cleaner Production*, 246. <https://doi.org/10.1080/23311886.2021.1930866>
- Zhao, X., Hwang, B. G., & Lim, J. (2020). Job Satisfaction of Project Managers in Green Construction Projects: Constituents, Barriers, and Improvement Strategies. *Journal of Cleaner Production*, 246. <https://doi.org/10.1016/j.jclepro.2019.118968>