

Effect of Organizational Justice on the Performance of Selected Manufacturing Companies in Abuja

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ABSTRACT

The study investigated the effect of organizational justice, proxy by distributive justice, procedural justice, and interactional justice, on the performance of selected manufacturing companies in Abuja. Employing a survey research design, data was collected from 360 staff members selected from a population of 898 across ten manufacturing companies in Abuja; with the sample size determined using Yamane's (1967) formula and adjusted by 30% to ensure adequate response. A structured Likert scale questionnaire was used for data collection, and the analysis was conducted using Partial Least Squares Structural Equation Modeling (PLS-SEM) with the aid of SmartPLS v3. The findings revealed that while procedural justice did not have a statistically significant effect on organizational performance, distributive justice and interactional justice had significant positive effects. Based on these results, the study recommends that companies enhance fairness in resource distribution and improve the quality of interpersonal interactions within the workplace to boost organizational performance. Additionally, companies should periodically review and refine their procedural justice strategies to align with best practices, even though their direct impact on performance may be limited.

Keywords: Organizational Justice, Procedural Justice, Distributive Justice, Interactional Justice, organizational performance

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INTRODUCTION

Organizational justice, which encompasses the perceived fairness of processes, resource distribution, and interpersonal interactions in the workplace, has become a key factor influencing organizational performance worldwide. When employees perceive fairness in these areas, they are more likely to experience higher levels of job satisfaction, commitment, and overall performance, as noted by Usmani and Jamal (2013). This concept is particularly significant in today's competitive and dynamic industrial environment, where maximizing workforce

potential is essential for sustaining economic growth and achieving strategic goals (Akram *et al.* 2016). In the manufacturing sector, where operational efficiency and employee productivity are paramount, the importance of organizational justice is magnified. Research indicates a strong correlation between perceived fairness and enhanced performance metrics such as productivity, quality, and innovation Shkoler and Tziner (2017). This suggests that manufacturing companies, irrespective of their location, can benefit from implementing justice-

oriented policies, thereby creating a work environment that motivates employees to excel and contributes to the overall success of the organization (Colquitt *et al.* 2001). In Nigeria, the manufacturing sector is crucial to the country's economic development but faces challenges like inadequate infrastructure, policy inconsistencies, and workforce management issues.

In this context, organizational justice could play a vital role in improving performance. Studies, particularly in Abuja, the nation's capital, show that manufacturing firms that prioritize fairness in performance appraisals, promotions, and interpersonal treatment see higher levels of productivity and job satisfaction among employees (Ogunlana, 2019). These findings highlight the potential of organizational justice as a powerful tool for enhancing operational efficiency in Nigerian manufacturing companies, aligning with global trends that emphasize the importance of fairness in achieving high performance (Ogunlana, 2019).

Employee perceptions of fair treatment in the workplace have gained significant attention due to some organizations' failure to adapt to the rapidly changing business environment. This negligence has led to a loss of skilled and experienced employees, who often leave due to perceived injustices, such as exclusion from decision-making (procedural justice), unequal resource distribution (distributive justice), and poor communication and interpersonal relations (interactional justice) (Akram *et al.* 2016). Despite some firms claiming to adopt organizational justice as a strategy, low performance persists, indicating a gap between policy and practice (Swalhi *et al.*, 2017).

While past studies have explored the relationship between organizational justice and performance in various global regions, including Kuwait, Saudi Arabia, and others, the findings may not be directly applicable to manufacturing firms in Abuja due to different cultural and economic contexts. The specific challenges and opportunities presented by Abuja's socio-economic conditions, cultural influences, and organizational structures are often overlooked in existing research. This study seeks to address this gap by examining the various dimensions of organizational justice: procedural, distributive, informational, and interpersonal and their impact on the performance of manufacturing firms in Abuja. By doing so, it aims to provide managers with insights that can help foster a fairer and more productive work environment, tailored to the unique context of Abuja's manufacturing sector.

Based on the forgoing, the study is guided on the following stated null hypotheses:

H₀₁: Procedural justice does not have significant effect on the performance of manufacturing companies in Abuja.

H₀₂: Distributive justice does not have significant effect on

the performance of manufacturing companies in Abuja.

H₀₃: Interactional justice does not have significant effect on the performance of manufacturing companies in Abuja.

Literature review

Organizational justice

Organizational justice, defined as the extent to which employees perceive workplace procedures, interactions, and outcomes to be fair, is a multifaceted concept encompassing distributive, procedural, and interactional justice (Colquitt *et al.*, 2013). Distributive justice relates to the fairness of outcome distributions, procedural justice focuses on the fairness of the processes leading to these outcomes, and interactional justice concerns the fairness of interpersonal interactions and communication (Rupp *et al.*, 2017). Nandan and Azim (2015) emphasize that organizational justice is a critical principle in modern management, as it significantly influences employee attitudes and behaviors. Ensuring that employees feel they are treated fairly and with respect is vital for both individual well-being and the overall sustainability and effectiveness of the organization (Peranda *et al.*, 2020; Akram *et al.*, 2020).

The concept of organizational justice is recognized across various cultures and disciplines, from political and social to economic and legal perspectives, where justice is often equated with fairness and moral rightness (Abul-Ethem, 2015). Eib (2015) underscores that organizational justice, or the fair treatment of employees, fosters trust within the organization, which is essential for a positive and productive work environment. This trust, built on perceived fairness, is foundational to creating a trustworthy and efficient organizational culture, as noted by Olufayo and Akinbo (2022). Thus, maintaining organizational justice is key to fostering a work environment that supports both employee satisfaction and organizational success.

Procedural justice

Procedural justice pertains to the perceived fairness of the processes and procedures used to determine outcomes within an organization. It emphasizes transparency, consistency, and impartiality in decision-making, which are critical in shaping employees' perceptions of fairness (Ambrose *et al.*, 2015). In organizational settings, this concept is vital as it influences whether employees feel they are treated fairly by the organization or team, which serves as the enacting authority (Cohen-Charash & Spector, 2015). Employees are more likely to accept decisions, even unfavorable ones, if they believe the decision-making process was fair and adhered to principles of transparency and impartiality.

(Baldwin, 2015). The fairness of the processes leading to outcomes is a core element of procedural justice and plays a significant role in employee satisfaction and productivity. When procedures are perceived as fair, employees are generally more willing to accept decisions, regardless of the outcome, because they trust that the process was conducted transparently and without bias (Baldwin, 2015). This perception of fairness in operational policies and processes is crucial for maintaining a satisfied and productive workforce (Tjahjono *et al.*, 2019). Procedural justice is therefore essential for fostering trust within the organization, as it ensures that decisions are made based on fair and equitable criteria, ultimately impacting overall organizational effectiveness (Lambert *et al.*, 2019).

Distributive justice

Distributive justice pertains to the perceived fairness in the allocation of resources and outcomes among individuals within an organization (Colquitt *et al.*, 2015). This concept focuses on how rewards, resources, and opportunities are distributed, ensuring that these distributions are fair and just. Employees assess distributive justice by evaluating whether the outcomes they receive, such as pay, promotions, and recognition, are proportional to their contributions and efforts. The fairness of these outcomes is crucial for maintaining a sense of equity within the organization, as employees compare their input-outcome ratios with those of their colleagues to determine if they are being equitably compensated (Rahman *et al.*, 2016).

Distributive justice also involves aligning distributions with accepted norms of equity and equality (Bies, 2013). Equity emphasizes that rewards should be based on individual contributions and performance, while equality focuses on uniform distribution regardless of individual differences (Greenberg, 2014). This form of justice is particularly important in addressing issues such as salary parity and the customization of benefits to meet individual needs. Ensuring that distributions are perceived as fair is vital for employee satisfaction and motivation, as it directly influences their perception of being valued and equitably treated within the organization (Nazir *et al.*, 2019).

Interactional justice

Interactional justice refers to the quality of interpersonal treatment individuals receive during the implementation of organizational procedures and is divided into two key dimensions: informational and interpersonal justice. Colquitt *et al.* (2019) define it as the degree to which employees feel respected, dignified, and adequately informed during procedural execution. This form of justice emphasizes the fairness of behavior by decision-makers,

focusing on ensuring that employees are treated with respect and dignity (He *et al.*, 2017). Informational justice specifically relates to the accuracy and completeness of the information provided about decisions, while interpersonal justice centers on the respectful and considerate treatment by authority figures (Gupta & Singh, 2021).

The importance of interactional justice in shaping perceived fairness during interpersonal interactions is underscored by its emphasis on managers' behavior and communication. Ribeiro and Semedo (2014) and Fujimoto and Azmat (2014) highlighted that this form of justice arises from how managers conduct themselves and communicate with employees, impacting their overall sense of fairness. Interpersonal justice requires decision-makers to be sensitive and respectful in their interactions, while informational justice demands transparency in communicating about processes and decisions (Collins & Mossholder, 2017). By ensuring both dimensions are addressed, organizations can foster a work environment where employees feel valued and fairly treated.

Organizational performance

Performance, as defined by Wardani and Eliyana (2020), refers to the productivity generated by each job, measured by factors such as quantity, quality, and work contribution. A key aspect of performance is efficiency, which Lockwood and Ward (2013) describe as the ability to minimize unnecessary effort, resources, and expenditure, thereby optimizing asset utilization and time management to achieve organizational goals. Sedarmayanti (2017) further defines organizational performance as the collective result of individual employee performance and management processes within the organization, encompassing both the quantitative aspects of productivity and the qualitative aspects of effective management practices.

Organizational performance, according to Richard *et al.* (2009), involves the operational capability of an organization to effectively achieve its intended outcomes and goals. Neely *et al.* (2014) expand on this by emphasizing how well an organization leverages its available resources to meet its objectives. Wang and Feng (2012) provide a dual perspective, noting that organizational performance should be assessed through both financial and operational performance measures. This dual focus ensures a comprehensive evaluation of organizational success, considering not only financial outcomes but also the efficiency and effectiveness of operations in meeting strategic goals.

Empirical review

The influence of organizational justice on employee behavior has been extensively studied across various

sectors and regions, with notable findings on how distributive, procedural, and interactional justice impact employee outcomes such as innovation, job satisfaction, and performance. For instance, Ye *et al.* (2023) examined Chinese industrial workers and found that distributive and interactional justice positively influenced innovation behavior, particularly when coupled with ethical leadership. This study underscores the importance of ethical leadership in enhancing the effects of organizational justice, particularly in regulating the relationship between interactional justice and innovation. However, these findings are based on the Chinese industrial context and may not be directly applicable to manufacturing companies in Abuja due to contextual differences.

Similarly, studies by Farid *et al.* (2023) and Ghaderi *et al.* (2023) highlight the role of organizational justice in various organizational outcomes, such as customer service and job satisfaction. Farid *et al.*'s research in the hotel industry found that distributive, procedural, and interactional justice positively contribute to thriving at work and subsequently improve extra-role customer service, particularly under servant leadership. Ghaderi *et al.* focused on the hotel sector in Tehran and revealed that only distributive justice significantly impacted job satisfaction, while procedural and interactional justice did not. These studies, while insightful, emphasize the importance of understanding sector-specific and regional nuances, as their findings may not align with the unique dynamics of manufacturing companies in Abuja.

Research in different contexts, such as Pakpahan *et al.* (2020) in Indonesia and Ajala (2015) in Nigeria, further illustrates the varied impact of organizational justice on employee performance and commitment. Pakpahan *et al.* found that distributive and interactional justice significantly influences employee performance, while procedural justice does not. Ajala's study in Ibadan, Nigeria, revealed that all three dimensions of organizational justice positively correlate with organizational commitment among manufacturing employees. These studies collectively highlight the importance of considering local industrial contexts when applying findings from organizational justice research, as sectoral and regional differences can significantly influence the outcomes and applicability of such studies to other settings, like manufacturing companies in Abuja.

Theoretical framework

Equity Theory, developed by John Stacey Adams in 1963, focuses on the fairness of social exchanges within organizational settings, emphasizing how employees seek balance between their inputs (such as effort, experience, and skills) and the outcomes they receive (such as salary, benefits, and recognition) (Adams, 1963). When employees perceive an imbalance in this

ratio compared to others, they may experience feelings of inequity, leading to reduced motivation and job satisfaction (Adams, 1965). This theory highlights the importance of perceived fairness in influencing employee attitudes and behaviors, suggesting that equity perceptions are central to maintaining motivation and productivity within the workplace (Adams, 1963).

In the context of manufacturing companies in Abuja, the principles of Equity Theory are particularly relevant. Employees continually assess the fairness of their contributions relative to the rewards they receive, and if they perceive inequities, it can lead to negative outcomes such as decreased productivity, increased absenteeism, and higher turnover rates (Greenberg, 1987). To mitigate these risks, manufacturing companies should focus on ensuring that compensation, recognition, and advancement opportunities are perceived as fair. Implementing transparent pay structures, regular performance reviews, and equitable reward systems can help maintain a sense of fairness, thereby enhancing employee satisfaction and engagement. Additionally, fostering open communication and involving employees in decision-making processes can improve perceptions of procedural justice, contributing to a more positive work environment and better overall performance (Greenberg, 1987).

Applying Equity Theory as a framework for examining organizational justice in Abuja's manufacturing sector provides valuable insights into how fairness perceptions influence performance outcomes. The theory underscores the importance of distributive, procedural, and interactional justice in shaping employee attitudes and behaviors (McDowall & Fletcher, 2004). By focusing on employees' fairness perceptions, companies can identify areas where interventions are needed to enhance justice perceptions, thereby improving employee morale, engagement, and overall organizational performance (Adams, 1965). Ensuring transparency, consistency in policy application, and clear communication about reward criteria are crucial steps in achieving a fair and productive workplace, affirming the relevance of Equity Theory in understanding and optimizing organizational dynamics (Cropanzano & Folger, 1991).

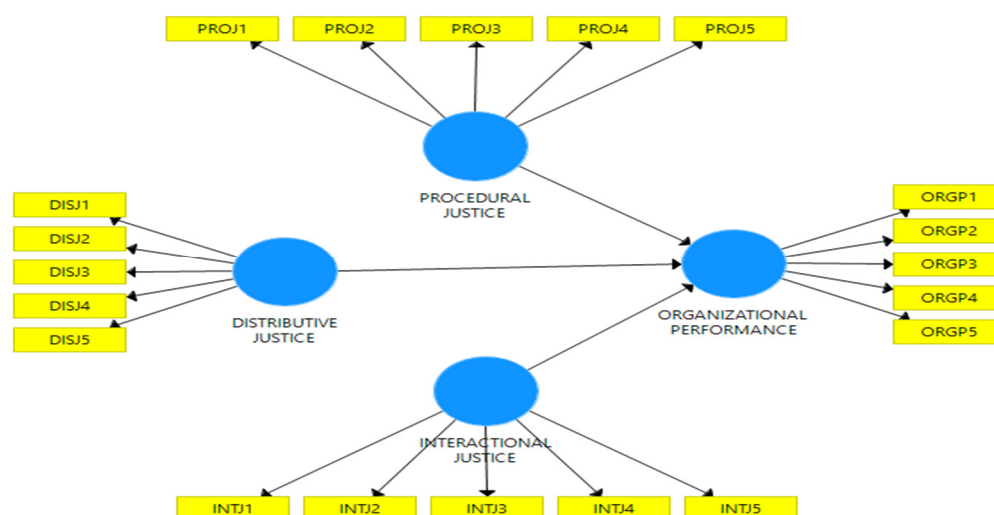
METHODOLOGY

The study employs a survey research design, targeting staff members from ten manufacturing companies in Abuja: The Bouch Manufacturing Company LTD, G.U.Ebeco Industries Limited, Nas Group of Companies, Dangata Industries Ltd, Makasons Group Of Companies Limited, BFA Food and Health Limited, Halibiz Industries LTD, Afi-fruits Limited, Saclux Paint Limited, and Zuma Paints & Chemical Company Limited. These companies were selected for having over 50 employees and being operational for more than five years, totaling 898 staff

Table 1: Population and sample size distribution

Name of Manufacturing Company	Population	Sample size
The Bouch Manufacturing Company LTD	111	$111 * 360/898 = 45$
G.U.Ebeco Industries Limited,	105	$105 * 360/898 = 42$
Nas Group of Companies	85	$85 * 360/898 = 34$
Dangata Industries Ltd	103	$103 * 360/898 = 41$
Makasons Group Of Companies Limited	102	$102 * 360/898 = 41$
BFA FOOD AND HEALTH LIMITED	97	$97 * 360/898 = 39$
HALIBIZ INDUSTRIES LTD	81	$81 * 360/898 = 32$
Afi-fruits Limited	69	$69 * 360/898 = 28$
Saclux Paint Limited	67	$67 * 360/898 = 27$
Zuma Paints & Chemical Company Limited	78	$78 * 360/898 = 31$
Total	898	360

Source: Researcher's Computation, 2024

**Figure 1:** Model of study

members as confirmed by their human resources departments. A purposive sampling technique was used to focus on personnel knowledgeable about the industry, with the sample size determined using Yamane's (1967) formula and adjusted by 30% as recommended by Israel (2013) to reach a total of 360 respondents. This adjustment ensures a returned of 323 copies of questionnaire, with the sample size distribution detailed in (Table 1). Data was collected through a structure likert scale questionnaire of five point. The collected data were coded and analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) to assess both the measurement and structural models. The model of study is specified in (Figure 1).

RESULTS

A total of 360 questionnaires were distributed to employees of selected manufacturing companies in Abuja, with 323 correctly filled and returned, resulting in a 90% response rate. A preliminary assessment was

conducted to ensure data integrity, which confirmed the absence of missing values, outliers, or biased responses, thereby ensuring the reliability of the collected information.

Measurement model

Evaluating a measurement model begins with assessing the outer loadings of study items, which indicate the strength of the relationship between each item and its corresponding construct. According to Hair *et al.* (2019), loadings exceeding 0.70 are generally acceptable, signifying that the construct substantially contributes to the variation in the indicator. This benchmark is crucial, as it shows that over 50% of the variance in the indicator is explained by the construct, ensuring reliable measurement of the items. Loadings above this threshold imply a robust connection between the items and their underlying constructs, enhancing confidence in the measurement model's accuracy and validity (Figure 2).

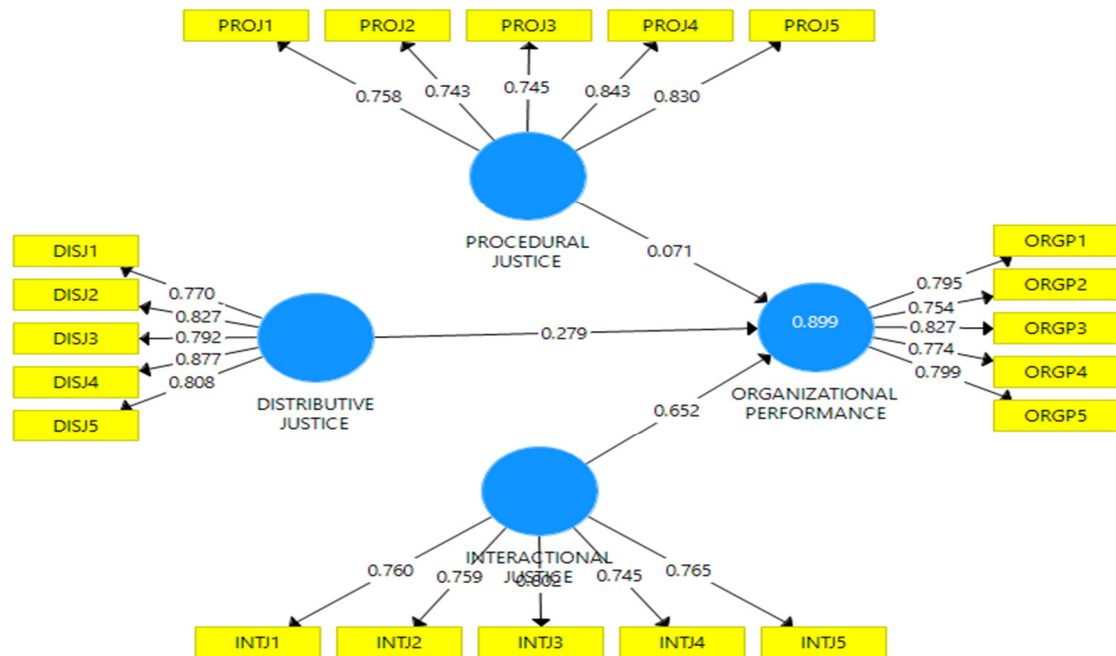


Figure 2: Indicator outer loading

Table 2: Reliability of the Study Scale.

	Cronbach's Alpha	rho_A	Composite Reliability	Average Extracted (AVE)	Variance
Distributive justice	0.874	0.878	0.908	0.665	
Interactional justice	0.824	0.825	0.877	0.587	
Organizational performance	0.849	0.851	0.892	0.624	
Procedural justice	0.844	0.854	0.889	0.616	

Source: Smart PLS Output 2024

Table 3: Heterotrait-Monotrait Ratio (HTMT).

	DISTRIBUTIVE JUSTICE	INTERACTIONAL JUSTICE	ORGANIZATIONAL PERFORMANCE	PROCEDURAL JUSTICE
Distributive justice				
Interactional justice	0.556			
Organizational performance	0.745	0.643		
Procedural justice	0.817	0.713	0.459	

Source : Smart PLS Output 2024

The study assessed internal consistency using composite reliability measures, all of which exceeded the recommended threshold of 0.70, as shown in (Table 2), confirming strong consistency within the constructs. Additionally, Cronbach's alpha values also surpassed the minimum accepted criterion of 0.70, as advocated by Hair *et al.* (2017), further reinforcing the robustness of the study's measures' reliability. Convergent validity was evaluated through the average variance extracted (AVE), with all variables showing values higher than 0.50. This indicates that each construct accounted for at least 50% of the variance in the study items, demonstrating

satisfactory convergent validity. The Heterotrait-Monotrait Ratio (HTMT) in (Table 3) presents the correlations between different constructs to assess discriminant validity in a structural equation model. In this table, the values below the diagonal represent the HTMT ratios between pairs of constructs. The ratios for each pair of constructs are as follows: Distributive Justice and Interactional Justice (0.556), Distributive Justice and Organizational Performance (0.745), Distributive Justice and Procedural Justice (0.817), Interactional Justice and Organizational Performance (0.643), Interactional Justice and Procedural Justice (0.713), and Organizational

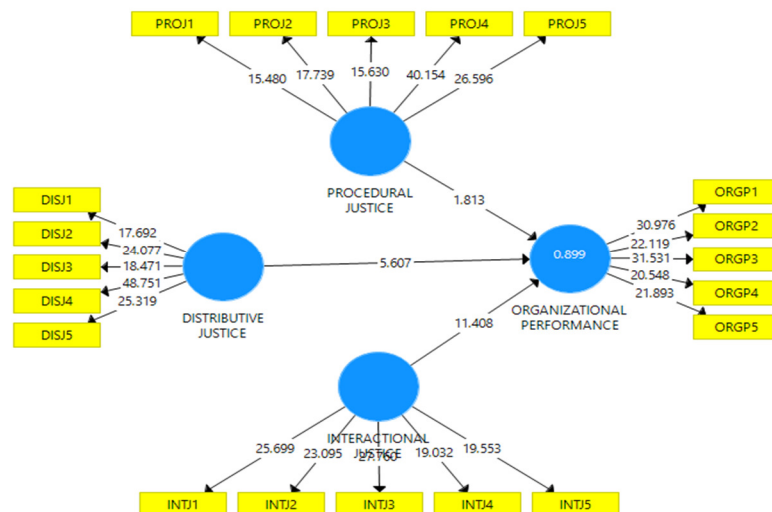


Figure 3: Path Coefficient of the regression model

Table 4: Path Coefficients.

	Path Coefficients **(Beta)	T Statistics	P Values	Decision
Distributive justice -> Organizational performance	0.279	5.607	0.000	Rejected
Interactional justice -> Organizational performance	0.653	11.408	0.000	Rejected
Procedural justice -> Organizational performance	0.071	1.813	0.070	Accepted

Source: Smart PLS Output 2024

Performance and Procedural Justice (0.459). All HTMT values are below the commonly used threshold of 0.85, suggesting that the constructs are distinct from each other, indicating good discriminant validity.

The structural model

In assessing the structural model, the standard assessment criteria were considered which include the path coefficient, t-values, p-values and coefficient of determination (R^2). The bootstrapping procedure was conducted using a resample 5000 (Figure 3). Table 4 provides the path coefficients, T statistics, and p-values for the relationships between different types of justice (Distributive, Interactional, and Procedural) and Organizational Performance, with decisions related to specific hypotheses.

Test of hypotheses

H01: Procedural justice does not have a significant effect on the performance of manufacturing companies in Abuja.

The path coefficient for Procedural Justice to

Organizational Performance is 0.071, with a T statistic of 1.813 and a p-value of 0.070. Since the p-value is above the common significance threshold of 0.05, H01 is accepted. This indicates that Procedural Justice does not have a statistically significant effect on Organizational Performance of manufacturing companies in Abuja.

H02: Distributive justice does not have a significant effect on the performance of manufacturing companies in Abuja.

The path coefficient for Distributive Justice to Organizational Performance is 0.279, with a T statistic of 5.607 and a p-value of 0.000. The p-value is well below 0.05, leading to the rejection of H02. This means Distributive Justice has a significant positive effect on Organizational Performance of manufacturing companies in Abuja.

H03: Interactional justice does not have a significant effect on the performance of manufacturing companies in Abuja.

The path coefficient for Interactional Justice to Organizational Performance is 0.653, with a T statistic of 11.408 and a p-value of 0.000. Similar the p-value is below 0.05, resulting in the rejection of H03.

Table 5: R² and Predictive Relevance.

	R ²	Q ² (=1-SSE/SSO)
Organizational performance	0.899	0.550

Source: Smart PLS Output 2024

This suggests that Interactional Justice also has a significant and strong positive effect on Organizational Performance of manufacturing companies in Abuja. Table 5 presents the R² and Q² values for the construct of organizational performance. The R² value of 0.899 indicates that 90% of the variance in organizational performance is explained by the model, suggesting a high level of explanatory power. The Q² value of 0.550, calculated as 1-SSE/SSO, demonstrates predictive relevance, as it is greater than zero. This implies that the model has good predictive accuracy for organizational performance, confirming that the constructs of procedural justice, distributive justice and transactional justice are significant predictors of organizational performance of manufacturing companies in Abuja.

DISCUSSION

The study found that Procedural Justice does not have a statistically significant effect on the Organizational Performance of manufacturing companies in Abuja. This result aligns with the findings of Ghaderi *et al.* (2023) and Pakpahan *et al.* (2020), who also reported no significant impact of Procedural Justice on organizational outcomes. However, it contrasts with Ajala (2015), who found that Procedural Justice played a crucial role in enhancing organizational performance. The difference in findings might be attributed to contextual factors, such as cultural differences, organizational practices, or industry-specific dynamics, suggesting that the relevance of Procedural Justice may vary across different settings.

In contrast, the study discovered that Distributive Justice has a significant positive effect on Organizational Performance in manufacturing companies in Abuja. This finding is consistent with the results of Ye *et al.* (2023), Ajala (2015), and Ghaderi *et al.* (2023), indicating that when employees perceive fairness in the distribution of resources, rewards, and outcomes, it positively influences their performance and, consequently, the overall organizational performance. This suggests that ensuring fair and equitable distribution practices is crucial for organizations aiming to enhance performance, as employees are likely to be more motivated and committed when they feel they are being treated justly in terms of resource allocation. Finally, the study highlighted that Interactional Justice has a significant and strong positive effect on

Organizational Performance, consistent with the findings of Ye *et al.* (2023) and Farid *et al.* (2023). This suggests that the quality of interpersonal treatment employees receive from their supervisors or managers plays a critical role in influencing their performance. However, this finding is inconsistent with Ghaderi *et al.* (2023), who did not observe a significant relationship between Interactional Justice and Organizational Performance. The discrepancy might be due to different organizational cultures, leadership styles, or employee expectations, indicating that the impact of Interactional Justice could vary depending on the specific organizational context. The study examined the effects of organizational justice proxy by Distributive Justice, Procedural Justice, and Interactional Justice on the Organizational Performance of manufacturing companies in Abuja. The findings revealed that while Procedural Justice does not have a statistically significant impact on organizational performance, both Distributive Justice and Interactional Justice significantly and positively influence performance. These results suggest that fairness in resource allocation and the quality of interpersonal interactions are critical factors in enhancing organizational performance, whereas the processes used to arrive at decisions may not be as impactful in this specific context. The study's conclusions are aligned with previous research, though some discrepancies highlight the importance of considering contextual factors in organizational justice research.

Recommendations

1. Reevaluate Procedural Justice Strategies: Although Procedural Justice was not found to significantly impact organizational performance in this study, companies should still regularly review and, if necessary, refine their decision-making processes to ensure they align with best practices and employee expectations. Even if its direct impact on performance is limited, improving procedural fairness may have other benefits, such as reducing workplace conflict and enhancing overall employee morale.
2. Enhance Distributive Justice Practices: Manufacturing companies in Abuja should prioritize ensuring fair and transparent distribution of rewards, resources, and opportunities among employees. By doing so, organizations can significantly improve employee

satisfaction and motivation, leading to enhanced organizational performance.

3. Improve Interactional Justice: Organizations should focus on fostering respectful, transparent, and supportive interpersonal interactions between management and employees. Training programs for managers and supervisors on effective communication and fair treatment could strengthen Interactional Justice, thereby boosting overall performance.

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