

Estimating the nexus between Organizational Justice and Employee Job Performance: An Empirical Analysis

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Abstract

This study examined the linkage between organizational justice (OJ) and employee job performance (EJP). A total of 200 respondents from the selected Aluminium companies completed the questionnaire. Descriptive statistics, correlation and multiple regression analysis were employed in analyzing the data obtained from the respondents. Findings revealed that positive and significant relationship exists between procedural justice ($t=2.78$, $p<0.05$), interactional justice ($t=5.40$, $p<0.05$) and employee job performance. Distributive justice ($t=-2.21$, $p<0.05$) was found to have a negative significant relationship with EJP. However, the study concluded that there is a significant relationship between OJ and EJP. The study therefore recommends that management should be fair in their decision making processes so as to ensure that there is no preferential treatment of employees. Management should pay attention to differences in employee contributions to the organization when it comes to reward sharing and duties. There is also a need for management to create arena for interaction among staff (open and effective communication channel) so as allow them to work hand in hand and learn more. This would help to boost their performance.

Keyword: Organizational Justice; Procedural Justice; Interactional Justice; Distributive Justice Employee Job Performance

1. Introduction

In any organization, justice plays a vital role. However, the way justice is understood within an organization can greatly influence how dedicated employees feel towards their work. Over the last few decades, the way organizations treat their employees has become increasingly important. Instead of viewing people merely as tools, Akram et al. (2020) [1] argued that organizations should recognize them as essential assets. This idea is supported by the understanding that individuals respond to how they are treated. Employees' perceptions of justice are especially important in their interactions with management, particularly regarding reward distribution management, promotion opportunities, and the hiring of new staff. The concept of justice has been a key focus in the fields of organizational behavior and human resource management for many years (Jabeen et al., 2021) [2]. OJ is essentially about employees' expectations for fairness and objectivity in how their contributions are assessed, as well as ensuring equality and fairness in the treatment of their rights and responsibilities, which sooner or later shapes the relationships among organizational members and their performance levels.

OJ has become a key element in fashioning the structure, principles, practices, and culture of organizations. This shift is largely due to the significant efforts made by organizations to ensure that employees not only experience fairness but

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also feel important within the organization (Pimentel, et al, 2020) [3]. This focus is vital not just for the comprehensive health of the organization but also for the well-being of individual employees (Akram et al., 2020) [1]. The strength of relationships among different functional groups plays a consequential role in determining how well employees and management get along, as well as the overall performance of the organization. Employees' willingness and confidence to do great work can be swayed by how they perceive justice within the workplace. Unequal distribution of resources can negatively impact employee productivity, morale, and effectiveness. It is therefore, essential to understand how fairness and justice practices influence various organizational outcomes, as this knowledge is a key to encouraging a sense of fairness among the workforce (Chandrawaty& Widodo, 2021) [4].

Organizations around the globe (especially manufacturing organizations) are increasingly leaning on human capital (employees) as we transit from the manufacturing era to the information age. Interestingly, this human capital tends to thrive when treated with fairness and equality (Akram et al., 2020) [1]. In today's fast-paced business environment, the secret to achieving success lies in consistently improving employee performance. Consequently, organizations are paying closer attention to how their employees feel about their work (Gori, et al., 2020) [5]. In a more traditional view, where businesses were seen strictly as economic entities, employee motivation was often viewed as a personal quest for financial gain. However, as organizations strive to support (parent) a more positive mindset among their employees regarding their roles; this has become quite a challenge. In the competitive terrain of today's economy, manufacturing firms are pushing their limits to attract top talent and excel more than their rivals by adopting innovative strategies. Employees are now more aware of their rights, value a sense of fairness from their employers, and hope that the organization they work for will make good decisions when they see that the organization places good emphasis on OJ. Since fairness directly influences employee attitudes and behaviors, it is crucial for organizations to consider the principles of justice. Moreover, the loyalty, productivity, and comprehensive performance of employees heavily rely on a sense of OJ. This is particularly important because unfair treatment can lead to a natural decline in employee performance. Based on the general fact that people respond to how they are treated, employees may protest against unfair and unjust outcomes as well as inappropriate processes and interactions. In light of this, it is crucial to investigate how OJ relates to EJP of Aluminium manufacturing firms, Nigeria.

2. Literature Review

2.1. Organizational Justice (OJ)

Different scholars have put forth various definitions of OJ. According to Hermanto and Srimulyani (2022) [6], OJ emphasizes the significance of fairness in the workplace and examines how an organization treats all its employees while considering broader moral and ethical standards. It reflects how much the workforce trusts and accepts management's decisions. Justice, in this context, is seen as a morally right action or judgment based on principles like morality, religion, fairness, equality, or legal standards. Danjuma et al. (2025) [7] offered a more concise view on OJ, describing it as an evaluation of the management decisions affecting employees. This includes aspects like task delegation, employee empowerment, compensation, distribution of rewards, equitable economic and social work policies, and how employees view the comprehensive internal decision-making process, along with the communication of these decisions within the workplace.

OJ relates to how leaders treat their team members to achieve positive outcomes within the organization. It focuses on how employees assess whether they are being treated fairly at work and how that perception ties into other job-related factors (Aruoren et al., 2021; Novitasari et al., 2020) [8, 9]. Widodo and Sulistiasih (2021) [10] describe OJ as the way individuals perceive fairness in their workplace. Essentially, it is measured by the organization's reward system. This means that OJ ensures that the compensation employees receive is fair and aligns with the effort they put into their roles. To evaluate OJ, we typically look at three main components: distributive, procedural, and interactional justice (Ghran et al., 2020) [11].

2.2. Procedural Justice

Procedural justice refers to how fair people think the processes are when decisions are made, especially those that impact individuals or groups. Unlike distributive justice which emphasizes less on whether the outcomes are fair, procedural justice is more concerned with how those outcomes come to be. Some key aspects of procedural justice include being transparent, consistent, impartial, and giving people a chance to share their thoughts during the decision-making process. When individuals feel that the procedures are fair, they are likely to accept the decisions even if they are not in their favor because they trust the system's integrity (Ghran et al., 2020) [11]. For instance, if promotions or disciplinary actions follow consistent guidelines that apply to everyone, employees will see the system as just. Furthermore, if procedures are seen as biased or secretive, it can lead to dissatisfaction, lower motivation, and even

conflict in the workplace. That is why it is crucial for team leaders and managers to ensure that decision-making processes are not just fair but also perceived as fair by those involved. Procedural justice also plays a significant role in how people interact with institutions like the legal system, government, or law enforcement. People are likely to follow laws and cooperate with authorities when they believe the processes are just, even if they do not agree with the outcome. This point out that procedural justice is a fundamental part of our life, highlighting the need for fair treatment, respect, and transparency in all organizational and societal settings.

2.3. Distributive Justice

Distributive justice bother on how fairly resources, rewards, and duties are shared between individuals or groups. Here, we consider outcomes like pay, promotion, workload, or compliments and whether these are distributed based on criteria like effort, need, performance, or equality. People also estimate distributive justice by comparing their own situations to those of others, using social comparisons to conclude if they are being treated fairly (Aruoren et al., 2021) [8]. Distributive justice plays a significant role within the workplace in employee satisfaction, motivation, retention, and performance. For example, when Mr. AA, Mr. BB and Mr. CC see that rewards and opportunities distributed to them were strictly based on their contribution, their performance will not be truncated. But if they see favoritism or injustice such as difference in salary or bonuses for the same work, they will feel resentful; thus, undermining productivity, morale, and management trust.

2.4. Interactional Justice

Interactional justice is used to assess how fair people feel they are treated during decision-making and procedural processes. It emphasizes the importance of good communication, respect, and dignity from those in authority when they interact with others. This type of justice breaks down into two main parts: interpersonal justice, which focuses on politeness, respect, and sensitivity; and informational justice, which is about being honest and providing clear explanations. Widodo and Sulistiasih (2021) [10] pointed out that even if the outcomes or procedures seem fair, a lack of respectful treatment or poor communication can lead to feelings of dissatisfaction and distrust. For example, if Mr. DD who is the manager delivers bad news in a rude or dismissive way to Mr. EE, he might feel very bad, even if the decision itself is justified. Conversely, respectful conversations and clear explanations can help keep morale high, even in tough times. Interactional justice also plays a significant role in team success. When team leaders communicate openly, they build commitment, and a positive work atmosphere. Good communication, respect, and dignity from those in authority will make the employees to cooperate, show loyalty, and contribute to the organizational success. Therefore, interactional justice is crucial not just for individual well-being but also for creating strong, ethical, and cohesive organizations.

2.5. Employee Job Performance (EJP)

The success of any organization really hinges on how well its employees perform. While we all agree that employee performance is crucial, there is still a lot of discussion about what exactly it means (Aruoren & Ugbehene, 2023; Igbomor & Olisemenogor, 2023) [12, 13]. Employees usually engage in specific tasks and exhibit behaviors that help push the organization toward its goals. Because of this, it is essential for organizations to take proactive measures to support their employees and address any issue related to low performance (Igbomor, 2023; Igbomor & Ogbuma, 2024) [14, 15]. The term EJP refers to how effectively an activity, program, or policy is carried out in relation to achieving the organization's goals, objectives, vision, and mission as outlined in its strategic plan. So, when we talk about employee performance, we are looking at both the quantity and quality of work produced by employees within the organization, while adhering to deadlines, ethical standards, and moral principles. Hafiz (2017) [16] defined employee performance as the successful completion of tasks according to the standards set by the organization or supervisor, measured against established benchmarks, and carried out effectively and efficiently in a dynamic work environment. Ultimately, employee performance is an assessment of an individual's work-related skills, knowledge, and the results they achieve on the job. It involves evaluating how well an employee meets his/her assigned duties and responsibilities, as well as his/her ability to hit specific goals, targets, and expectations set by the organization.

Traditionally, people were evaluated based on how well they completed the tasks assigned to them. In the past, researchers primarily concentrated on specific job duties, but nowadays, they consider a broader array of factors within a more dynamic organizational framework. For a team to function effectively, every member needs to reliably perform the tasks that have been entrusted to them. The expected behavior of employees in their respective roles is a reflection of how well those roles fulfill their assigned responsibilities. Two types of activities are essential for effective task performance. The first category includes processes that directly convert raw materials into finished products or services. The second category encompasses the actual technological infrastructure, including maintenance and servicing. In simpler terms, task performance occurs when employees leverage their technical skills and knowledge to

execute specialized tasks that support these core business functions or to create goods and services using the organization's main technical processes.

The increasing interconnectedness and instability in workplaces and organizations have really put traditional ideas about job performance to test. While conventional views do stress the importance of employees stepping outside their defined roles to meet organizational goals, they often overlook the wide array of behaviors that truly drive effectiveness, especially in uncertain and interdependent environments (Sheeraz et al., 2021) [17]. Uncertainty in an organization arises when the inputs, processes, or outcomes of work systems become unpredictable. Several factors contribute to this workplace uncertainty, including heightened competition, rapid technological changes, and shifting consumer preferences. In such a variable context, relying solely on task performance can be challenging. Employees are now expected to be flexible and demonstrate adaptable, proactive behaviors. Consequently, new models have emerged to accommodate a broader spectrum of responsibilities. One such concept is contextual performance, which encompasses actions that may not be directly related to a specific job role. Contextual performance refers to the ways in which workers actively support their colleagues who may be struggling, nurture positive workplace relationships, or push themselves to meet demanding deadlines. In essence, these contextual behaviors do not directly bolster the technical core; instead, they thrive within the broader organizational, social, and psychological landscape that the technical core operates in (Hermanto & Srimulyani, 2022) [6]. Therefore, it is vital that any performance metric accurately reflects the variety of constructive actions taken by employees.

2.6. Empirical Literature

Previous research has focused on the relationship between OJ and employee productivity (Hermanto & Srimulyani, 2022) [6]. When employees are treated fairly, they produce more; when they are not, they produce less. A fair organization is built on the pillars of distributive justice, procedural justice and interactional justice. When there is a gap between an employee's effort and what they get from their employer, they feel lack of distributive justice. Employees perform best when the stakes are high; but when the stakes are low, they perform poorly. Moreover, Ogwuche et al. (2018) [18] found that procedural justice, distributive justice and interactional justice have impact on employee's performance and internal corporate perception. Also, Orishede and Bello (2019) [19] posited that the direction a manager shows to the employee determines the quality of communication between management and employee which is related to interactional justice.

Dike et al. (2021) [20] investigated how employee performance at government-owned polytechnics in Anambra State, Nigeria was impacted by OJ. The research design method used was a descriptive survey. The study's demographic focus consisted of 3251 workers at Anambra State's government-owned polytechnics. 356 people made up the sample. Convenient sampling was the method used for the sample. Data from the respondents was gathered using a standardized questionnaire. The study's main hypotheses were tested using the statistical method of multiple regression analysis. The study's conclusions showed that employee performance is significantly impacted by procedural justice. It also demonstrated that employee performance is significantly impacted by distributive justice. Additionally, the study found that employee performance is significantly impacted by interactional justice. According to the study's findings, management should prioritize treating staff members with dignity, respect, and stateliness, particularly when it comes to leader-subordinate relationships, in order to improve their performance.

Hermanto and Srimulyani (2022) [6] studied (1) how OJs affect organizational citizenship behavior; (2) how OJs have direct effects on employee performance and indirect effects on employee performance, with organizational citizenship behavior acting as a mediator. The study's respondents were 820 full-time teachers from high schools and vocational high schools located in various regions of East Java Province and Central Java Province, Indonesia, who were selected through convenient sampling techniques. The structural equation model (SEM) and Sobel test were used to analyze the data. The findings demonstrated that, given that employees are crucial to enhancing organizational performance, organizational management can improve teacher employee performance through OJ practices in the workplace and organizational management initiatives to enhance employees' organizational citizenship behavior.

Danjuma et al. (2025) [7] investigated the connection between academic staff productivity, work attitudes, and organizational justice in tertiary institutions in Kebbi State, Nigeria. The study sampled 286 academic staff members from six state-owned postsecondary institutions using a descriptive correlational approach. Five measures of productivity (research output, teaching performance, student supervision, administrative duties and community service), six aspects of attitudes toward work (job satisfaction, involvement, commitment, motivation, trust and engagement), and four dimensions of OJ (distributive, procedural, interpersonal, and informational) were covered by the validated and reliable questionnaire used to gather the data. Overall, it was discovered that attitudes toward work and organizational fairness were strong predictors of academic staff productivity. According to the findings, creating a

transparent, encouraging, and equitable work environment can greatly increase academic output and promote the broad goals of Nigerian higher education. To guarantee long-term productivity, suggestions include enhancing procedural justice, encouraging employee involvement, and allocating resources for administrative and community tasks.

Orishede and Bello (2019) [19] looked at how OJ affected workers' performance in selected Asaba banks. A survey research design was chosen. The study's sample size was 202, and the population was made up of 450 employees who were chosen from 11 Asaba banks. Multiple regression was used to evaluate the data, and the results indicate that there is a positive correlation between employees' performance and distributive justice, procedural justice, and interactive justice. Given the Nigerian environment, where bank managers work tirelessly to get the best out of their employees in order to gain an advantage over rivals in the financial sector, the study concludes that fair treatment in the workplace results in significant performance among relative employees.

Ogwuche et al. (2018) [18] examined how secondary school teachers in Makurdi City performed on the job in relation to their perceptions of OJ and climate. 188 secondary school teachers in all were selected from the city of Makurdi. The tested hypotheses' results demonstrated that job performance is highly influenced by perceived OJ. Additionally, the results showed that secondary school teachers' job performance was not significantly impacted by organizational climate. The outcome ultimately demonstrated that work performance is considerably and jointly influenced by perceived OJ and organizational climate.

Rivai et al. (2019) [21] explored how distributive justice, job satisfaction, and organizational commitment impact employee performance. They gathered data from 80 employees working at the Indonesia National Health Insurance through a field survey. To analyze the data and test their hypotheses, they used Smart Partial Least Square. The study's findings revealed that distributive justice has a significant positive effect on job satisfaction. However, it did not have a notable impact on organizational commitment or employee performance. Interestingly, the results also showed that job satisfaction significantly influences both organizational commitment and performance. Additionally, organizational commitment was found to positively affect performance as well.

Abdullahi et al. (2024) [22] studied how compensation structure and distributive justice impact employee job satisfaction. Their research involved both teaching and non-teaching staff from two higher education institutions owned by Gombe State. They used a convenient sampling method to gather responses from 250 participants, selected from a total of 673 staff members based on the Krejcie and Morgan sampling size table. Data was collected using an adapted structured questionnaire. For analyzing the descriptive statistics and reliability, they utilized the Statistical Package for the Social Sciences version 23, while the Structural Equation Modeling (SEM) was conducted with the help of Analysis of Moment Structure (AMOS) software, also version 23. The study's findings revealed that both distributive justice and compensation structure had a significant negative relationship with job satisfaction.

Rahmatia et al. (2022) [23] assessed how distributive justice and organizational commitment influence employee performance, with job satisfaction acting as an intervening variable, specifically in the City of Balikpapan. The study focused on all employees from the Civil Affairs Secretariat of the Balikpapan Cit, totaling 54 participants. For data analysis, the authors employed the Structural Equation Model (SEM) approach. They conducted hypothesis testing using multivariate analysis through the Smart PLS software, analyzing data via Partial Least Squares (PLS). The findings revealed that distributive justice positively and significantly impacts job satisfaction, while organizational commitment also has a positive and significant effect on satisfaction. Interestingly, distributive justice was found to have a negative and insignificant effect on employee performance, whereas organizational commitment positively and significantly influences employee performance. Additionally, job satisfaction was shown to have a positive and significant effect on the performance of employees at the Balikpapan City.

Phiri et al. (2023) [24] explored the link between employee job satisfaction and OJ. They conducted their research across four medical facilities. Using a descriptive research design paired with a quantitative approach, they gathered data through structured questionnaires. The analysis involved both regression and descriptive methods to interpret the findings. The results revealed a negative correlation between job satisfaction and the three types of justice: distributive, procedural, and interactional. Ultimately, the study concluded that Zambian health institutions are lacking in organizational fairness, which contributes to employee dissatisfaction. To enhance OJ, the researchers recommended implementing equality measures and staff training programs.

Pekel (2021) [25] investigated how the job performance of physical education and sports teachers relates to their sense of OJ and opposition. The study involved a group of 575 physical education and sports teachers, all chosen through a simple random sampling method from those working in state schools under the Istanbul Provincial Directorate of

National Education during the 2019-2020 academic year. The data collected were analyzed using IBM SPSS 22.0, and all statistical analyses were conducted with this software. Correlation analysis was the primary statistical method employed. The findings revealed that there was no correlation between the job performance and procedural justice. However, a low but significant negative correlation was identified between interactional, distributive justice and job performance. Additionally, no relationship was found between job performance and the overall scores for vertical and horizontal opposition, as well as organizational opposition, which are subcategories of organizational opposition.

Based on the above discussion, the following hypotheses were formulated in the null form:

- *H₀₁: There is no significant relationship between procedural justice and EJP*
- *H₀₂: There is no significant relationship between distributive justice and EJP*
- *H₀₃: There is no significant relationship between interactional justice and EJP*

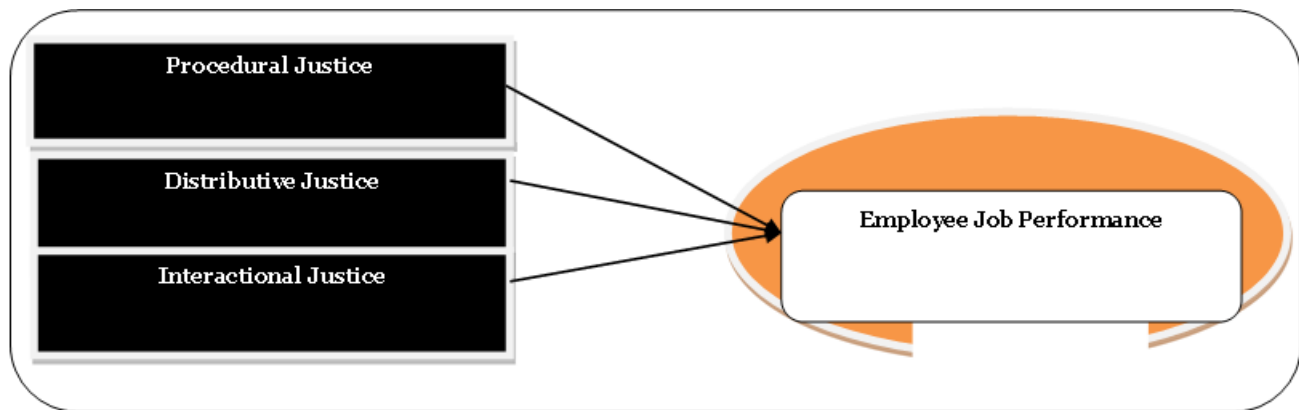


Figure 1 Conceptual Framework

3. Methodology

This study made use of descriptive research design to obtained data from participants. A total of 200 employees from Agen Aluminium, WIN-TEC Aluminium, Lajufav Nigeria Limited, Flight Aluminium Company and SALAC Aluminium Nigeria were conveniently selected for the study. The choice of this design aimed to allow the researcher to collect information through a self-administered questionnaire. To connect with the targeted participants, copies of the structured questionnaire were distributed. Data collection took place over a two-week period. The data was compiled, sorted, and coded to ensure it met the necessary standards of quality, accuracy, and completeness. It was then entered into a computer using Stata version 13.0 for analysis. The analysis involved both descriptive and inferential statistical techniques, including the correlation coefficient and multiple regression analysis. The Pearson correlation coefficient helped to identify the relationships between the study variables, while regression analysis was employed to assess the impact of the independent variables on the dependent variable.

$$EJP = f(OJ)$$

$$EJP = f(PJ, DJ, IJ)$$

$$EJP = \beta_0 + \beta_1PJ + \beta_2DJ + \beta_3IJ + \varepsilon$$

Where; EJP = employee job performance, OJ = organizational justice, PJ = procedural justice, DJ = distributive justice, IJ = interactional justice, ε = error terms, β_0 , β_1 , β_2 , β_3 = coefficients.

4. Results

Table 1 Descriptive Statistics

Variables	N	Mean	Standard Deviation
Employee job performance (EJP)	200	4.179	0.6637701
Procedural justice (PJ)	200	4.194	0.7846287
Distributive justice (DJ)	200	4.381	0.6664532
Interactional justice (IJ)	200	4.314	0.8529606

Source: Author's computation, 2026

Table 1 presents the descriptive statistics for the key variables in this study, which focus on organizational justice (PJ, DJ and IJ) and EJP. The variables examined include procedural justice, distributive justice, and interactional justice, alongside with employee job performance. The average (mean) score for employee job performance (EJP) is 4.179, indicating that, employees feel they are performing well in their jobs. The standard deviation of 0.6637701 shows there is a moderate range in how responses vary. When assessing procedural justice (PJ), distributive justice (DJ), and interactional justice (IJ), the mean scores are 4.194, 4.381, and 4.314, respectively. This suggests that employees generally perceive a strong sense of fairness within the organization. The standard deviations of 0.7846287 for procedural justice, 0.6664532 for distributive justice, and 0.8529606 for interactional justice also reflect moderate variability in the responses.

Table 2 Correlation Matrix

	EJP	PJ	DJ	IJ
EJP	1.0000			
PJ	0.1470	1.0000		
DJ	-0.1379	0.1949	1.0000	
IJ	0.3586	-0.0250	-0.0778	1.0000

Source: Author's computation, 2026

From Table 2, a correlation parameter of 0.1470 was obtained on the relationship between PJ and EJP indicating a positive relationship. Also, a correlation parameter of -0.1379 was obtained on the linkage between DJ and EJP. This connotes a negative relationship between the two construct. Furthermore, the relationship between IJ and EJP gave a correlation parameter of 0.3586 indicating a positive relationship. It is therefore, concluded that there a relationship between organizational justice (procedural justice, distributive justice and interactional justice) and employee job performance.

Table 3 Variance Inflator Factor`

Variables1`	VIF	I/VIF
Procedural justice (PJ)	.05	0.956714
Distributive justice (DJ)	1.04	0.961932
Interactional justice (IJ)	1.01	0.993852
Mean VIF	1.03	

Source: Author's computation, 2026

Table 3 displays the variance inflator factor (VIF) for each of the independent variables (PJ, DJ and IJ). To determine whether there is a substantial connection between the independent variables, a statistical test known as the Variance Inflator Factor is usually employed. The average VIF, as determined by the VIF test findings, is 1.03, which is less than the standardized mean VIF of 10.0. This makes it clearly apparent that there is no multicollinearity in the dimensions of the independent variables used in the study.

Table 4 Multiple Regression Analysis

Dependent Variable: Employee Job Performance (EJP)					
Variable	Symbol	Coefficient	Std. Err	T-Statistics	Sig.
Constant	CONS	2.982606	0.4158006	7.17	0.000
Procedural justice	PJ	0.1559438	0.056013	2.78	0.006
Distributive justice	DJ	-0.1458969	0.0661248	-2.21	0.029
Interactional justice	IJ	0.2737695	0.0506915	5.40	0.000
R-squared		0.1734			
Adj R-squared		0.1608			

Source: Author's computation, 2026

From Table 4, we found a positive regression parameter of 0.1559438 with a standard error of 0.056013, indicating that PJ positively influences EJP. The t-statistic for PJ is 2.78, and with a p-value of 0.006 (which is less than 0.05), it clearly shows a significant relationship between PJ and EJP. This means PJ does have an effect on EJP. On the contrary, we found a negative regression parameter of -0.1458969 and a standard error of 0.0661248 on the relationship between DJ and EJP, suggesting that EJP is negatively impacted by DJ. The t-statistic for DJ is -2.21, and with a p-value of 0.029 (again, less than 0.05), it indicates that DJ has a significant negative effect on EJP. Additionally, we observed a positive regression parameter of 0.2737695 and a standard error of 0.0506915 for IJ effect on EJP, suggesting a positive association. IJ t-statistic is 5.40, and with a p-value of 0.000 (which is well below 0.05), it signifies a strong positive and significant effect on EJP. The R-square (R²) value, which shows how much variation in the dependent variable (EJP) can be explained by the predictors (PJ, DJ, and IJ), is 0.173. This means that approximately 17.3% of the variation in EJP can be attributed to organizational justice (PJ, DJ, and IJ). The adjusted R-square (Adj R²) of 0.161 reflects the model's goodness of fit, indicating that the regression model effectively predicts EJP based on organizational justice.

5. Discussion of Finding

The first hypothesis of the study was to determine whether PJ has an effect on EJP. The result of the study showed that PJ has a positive significant effect on EJP ($p < 0.05$). The impact of procedural justice (PJ) lies in its ability to shape how workers view the fairness of decision-making in their organization. When staff members think that the organization's methods to make choices about promotions, reviews, or disciplinary steps are steady, fair, and open, they tend to accept results and stay committed to reaching organization goals. This feeling of impartiality boosts drive, job happiness, and in the end, leads to better work. Our finding is in line with Orishede and Bello (2019); Dike et al. (2021) [19, 20] who found that procedural justice has significant influence on employee's performance. However, it contradicts the findings of Pekel (2021) [25] whose findings revealed that there was no correlation between job performance and procedural justice. Based on the findings, our study concluded that there is significant relationship between procedural justice and employee job performance.

Hypothesis two of the study was to evaluate the effect of DJ on EJP. The result showed a negative and significant effect of DJ on EJP ($p < 0.05$). While it is crucial to ensure fairness in outcomes to keep employees satisfied, putting too much focus on equal distribution especially when it overlooks differences in performance or contributions can lead to some unintended consequences. When rewards for example, are equal, irrespective of effort or results, employees might start to feel that their individual contributions are not appreciated or acknowledged. This sense of being overlooked can really demoralize high performers who may feel that their hard work is going unnoticed. For instance, Rivai et al. (2019) [21] found that distributive justice did not have a significant impact on organizational commitment and employee performance. Rahmatia et al. (2022) [23] also found out in their study that distributive justice was found to have a negative and insignificant effect on employee performance. Also, Abdullahi et al. (2024) [22] findings revealed that both distributive justice and compensation structure had a significant negative relationship with job satisfaction. This will ultimately affect employee performance because Rivai et al. (2019) [21] found in their study that job satisfaction significantly influences both organizational commitment and performance. Furthermore, a study by Phiri et al. (2023) [24] revealed a significant negative correlation between job satisfaction and the three metrics of justice: distributive, procedural, and interactional. Finally, Pekel (2021) [25] found a low but significant negative correlation between distributive justice and job performance. However, these findings contradict other prior studies such as Ogwuche (2018) [18]; Orishede and Bello (2019) [19] who found a positive influence of distributive justice on employee's

performance. Based on the findings, our study concluded that distributive justice has a negative significant relationship with the performance of the employee.

The third hypothesis of the study was to determine whether IJ has significant effect on EJP. Findings revealed that IJ significantly and positively predict EJP ($p < 0.05$). The implication is that interactional justice helps improve communication and build stronger bonds between workers and management. A lack of interactional justice like shouting at the employees or given unclear explanations can make them unhappy, stressed, and less motivated. Employees who do not feel happy with the way management discusses or interacts with them might quit their job, push back against authority, or even do things that will affect the organization negatively, like skipping work or producing low-quality output. So, making sure there is a high level of interactional justice is not just about doing the right thing it is also one of the best way to improve EJP and make the organization more effective. The findings of this study are in line with Hermanto and Srimulyani (2022) [6]; Ogwuche (2018) [18]; Orishede and Bello (2019) [19] who found a strong positive relationship between interactive justice and employee job performance. However, it contradicts Pekel (2021) [25] findings who established a low but significant negative correlation between interactional and job performance. Our study therefore, concluded that there exists a positive significant relationship between interactional justice and employee performance.

6. Conclusion and Recommendations

In this study, we examined how OJ affects EJP. Justice is a fundamental principle that underpins our society, and without fairness, it is challenging for workers to thrive. OJ has various facets, each impacting EJP in unique ways. Previous studies have shown that the influence of each aspect of OJ varies when it comes to how employees perform. To explore this further, we examined the relationship between OJ and EJP among 200 employees at Agen Aluminium, WIN-TEC Aluminium, Lajufav Nigeria Limited, Flight Aluminium Company and SALAC Aluminium Nigeria. Our findings unveiled that the three key components of OJ (procedural justice, distributive justice, and interactional justice) are all significantly linked to EJP. In summary, there is a strong connection between OJ and how well employees perform their jobs. The study therefore recommends that management should be fair in their decision making processes so as to ensure that there is no preferential treatment of employees. Management should pay attention to differences in employee contributions to the organization when it comes to reward sharing and duties. There is also a need for management to create arena for interaction among staff (open and effective communication channel) so as allow them to work hand in hand and learn more; this would help to boost their performance.

Compliance with ethical standards

Acknowledgments

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Disclosure of Conflict of Interest

The authors declare no conflict of interest.

Statement of Ethical Approval

Ethical approval was obtained from the selected organizations prior to data collection.

Statement of Informed Consent

Informed consent was obtained from all respondents, and confidentiality of responses was assured.

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