

Organizational Justice and Employee Outcomes

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Abstract. This study examined the interconnectivity between organizational justice and employee outcomes. The purpose was to ascertain the extent procedural justice distributive justices, interpersonal justice and informational justice jointly and independently predict employee outcomes. Reviews reveals that procedural justice, distributive justice, informational justice and interactional justice all predicted employee commitment respectively. Also, positive and significant relationship exists between procedural justice, distributive justice, informational justice and interactional justice and employee commitment respectively. The study recommended among others that management should be fair in justice so as to ensure that there is no preferential treatment to employees. This no doubt will ensure that employee put in all their best in workplace and help achieve the organizational goal.

Key words: organizational justice, procedural justice, interpersonal justice, employee outcomes

INTRODUCTION

Justice in every organization is important. However, the pattern of justice in the organization has influence on the commitment of employees as regard their commitment towards

their job. The significance of how companies handle their workers has grown dramatically over the last few decades. Akram, Lee, Haider and Hussain, (2020) proposed that instead of individuals acting as tools for organizations; organizations should act as forums for them. The reasoning behind this statement is based on the idea that people respond to how they are handled. Many scholars have recently been concerned about organizational justice. Organizational justice is a critical principle and organizational practice in contemporary organizational management, according to the fields of organizational action and organizational theory (Diab, 2015, Percunda, Tantiasari and Chalidyanto, 2020). As a result of the large initiatives to ensure that not only workers obtain organizational justice but are respected across the organization, organizational justice has become very critical in the structure and culture of an organization. This is critical not just for individual workers' well-being, but also for the sustainability of the organizations as a whole. (Akram, Lee, Haider and Hussain, 2020)

The relationship that exists between the functional groups determines an entity's viability and endurance. Employees' views of oppression can weaken their confidence and willingness to do excellent work. Some researchers however argued that inequity in the allocation of a company's capital and assets decreases morale and productivity of an employee as regards to his efficiency. It is of utmost value to understand how acts based on justice affect different facets of a professional work experience in the development of a fair organizational conduct and the creation of a justice among the workers. The perception of justice is of the greatest importance for employees, particularly in terms of their relationship with management majorly in the area of reward-sharing, monitoring, promotional activities and appointments of workers into the organization. According to Rivai, Reza and Lukito (2019), the concept of justice, also known as corporate justice in the workplace, has been the most influential topic in the fields of organizational behavior and human resource management for decades. Organizational justice is characterized as a consequence of employees' expectations of the honesty and objectivity of the measures in the organization's worth, as well as a degree of equality and fairness in the employees' rights and responsibilities, which helps to measure the link that exist between organizational members and the level of performance.

Business transition from the manufacturing era to the information age has made companies increasingly dependent on human capital around the world, which in turn thrives better when treated equally and justly (Akram, Lei, Haider, and Hussain, 2020). A company success today relies heavily on the intimacy of workers in the workplace. In this dynamic climate, consistent increase in the employee performance is a key to maintaining the company's sought-after success.

Therefore, employers today are very concerned with the mindset workers have towards their organizations (Gori, et al 2020; Majekodunmi, 2019). In this context, corporate justice was of great interest from various quarters of the sector, including industrial psychology, comportment management and management of human capital to improve employee productivity performance in organisations. Furthermore, employee motivation was seen in the rational model as a personal push for financial advantages, where companies are viewed as solely economic entities. This situation has become a serious task as organization always seek for means to ensure that individual workers have better mind towards the nature of their workplace (Menastie, 2020; Perainda, et al 2020).

The progress of all organizations depends on organizational justice. To maintain workers happiness, dedication and commitment to the company, the organization's operation in terms of justice system to their workers need to be without any preferential treatment. When workers believe that the company treats them equally in every way, they tend to have a more optimistic attitude and behaviors, such as job satisfaction, commitment, loyalty as well as putting in more efforts to achieve the goal of the organization. Things such as monetary distribution, recruitment of staff in organizations, policymaking and the consequences of policy making on the decision maker to both the management and the workers need consideration with regard to judicial matters. (Orishade and Bello, 2019).

The basic elements and predictors of effective companies' performance as well as employees outcomes lies on the corporate justice of such organization. An equitable, fair, and just organization in terms of their workers will bring about positive conduct and efficiency in its processes, strategies, relationships, and delivery networks. Employees worked better when workplace justice is strengthened. Managers therefore need to make use of distributive and procedural justice effectively so as to increase employee work satisfaction and organizational loyalty in order to reduce employee turnover intentions (Kalay and Turkey, 2016). In light of this, the need to examine the role of organizational justice on employees' outcome.

Statement of the Problem

The problem of every organization is when the employees are not in a fair state of mind to work effectively. The majority of workers demand a fair wage in return for their efforts (distributive justice). Furthermore, they anticipate a fair process in which they will be compensated (procedural justice). They often hope to be treated equally by their bosses and subordinates and to have a just relationship with them (interactional justice). Greenberg (1990) suggested that corporate

justice research could identify a number of factors associated with organizational behaviour. Latest studies have looked at how the existence or absence of a justice system impacts organizational relationships and their results the evaluation of the impact of organizational justice on the commitment of workers and performance of the organization is one of the issues to consider as this commitment remains a key principle to the prosperity of human capital. In reality, organizational commitment is the recognition and active participation of employees in working processes of the organizational objectives. In the recent time it has become clear that organizational commitment is a powerful motive towards an organization's success.

Many researchers have studied the dimension of organizational justice and how it relates to employee commitment and performance. While there has been significant progress in the field, it is difficult to pinpoint which type of organizational justice (distributive, informational, procedural, or interactional) best describes workers' performance and commitment. So, which of these organizational justice interventions has the greatest impact on organizational success and employee commitment is still an issue to identify? Rather than generalizing, the aim of this study is to evaluate the degree to which each of these organizational justice variables influences employee outcomes of fast moving consumer goods in Port Harcourt, Rivers State. Fast moving consumer goods is one of the economic sector that employ a large range of employees. Justice in this organization in terms of employment, motivations, promotional standard have been an issue associated with most companies of this nature. This in most cases affects the level of outcome of staff as to the manner of treatment, as a result, the stand of workers as regard to their commitment towards work becomes imperative.

Aim and Objectives of the Study

Drawing from the above-stated problem, the aim of the study is to examine the relationship existing between organizational justice and employee outcomes of fast moving consumer goods in Port Harcourt, Rivers State. The objectives however are to:

- i) investigate the pattern of relationship between procedural justice and employee outcomes of fast moving consumer goods in Port Harcourt
- ii) ascertain the pattern of relationship between distributive justice and employee outcomes of fast moving consumer goods in Port Harcourt
- iii) determine the pattern of relationship between informational justice and employee outcomes of fast moving consumer goods in Port Harcourt; and

- iv) examine the pattern of relationship between interactional justice and employee outcomes of fast moving consumer goods in Port Harcourt.

LITERATURE REVIEW

Conceptual Framework

This section focused on the concept of some of the relevant issues in the study. In order to determine the effect of organizational justice on employee outcomes, a conceptual framework that shows the relationship between the dependent and independent variable is formulated. Based on the literature, the measures for organizational justice are procedural justice, distributive justice, interactional justice and informational justice. These four measures of organizational justice stand as the independent variables while organizational performance stands as the dependent variables. The conceptual framework for the model is presented in the figure below:

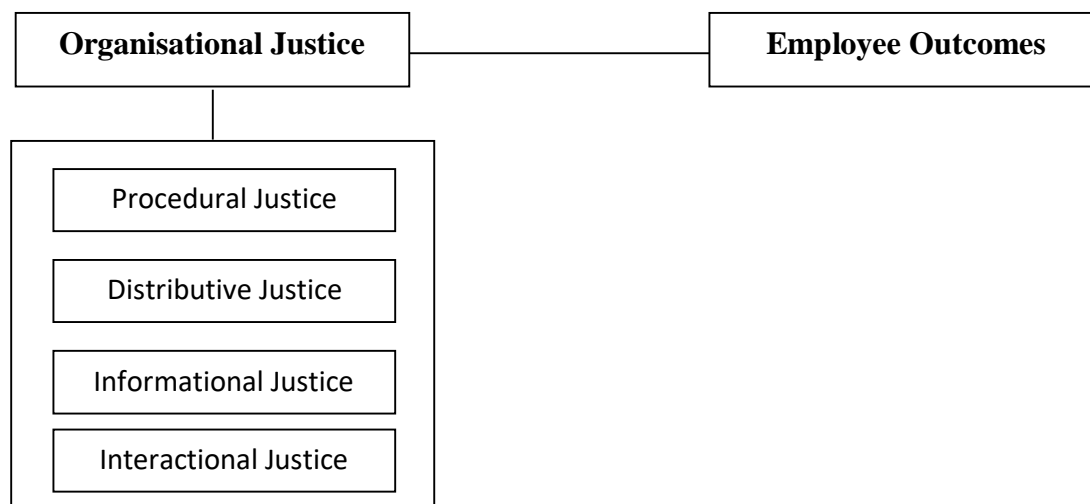


Figure 1: Conceptual framework for the model specification.

(Source: Author's Concept)

Concept of Organizational Justice

The term organizational justice has been defined in various ways by different researchers. As put by Okocha and Anyanwu (2016), it refers to the role of equity in the workplace, Organizational justice is an examination of the conduct of an institution against its workers taking into account general moral and ethical values. It includes the degree to which employees embrace management in an organization (Ali, 2018). Justice is known as a moral right action or judgment,

on the grounds of ethics, faith, fairness, equality or law. Kalay (2016) gave a broad definition of organizational justice. He describes organizational justice as an evaluation of employee management decisions such as the delegation of responsibilities, empowerment, wage capacity, award distribution, fair economic and social work policies, employees' perception of the general internal decision-making process, and how these decisions are shared with employees in the workplace. In another study, Imran (2016) defined organizational justice as the way leaders use fair procedures and processes to treat employees in order to bring out positive results within a workplace. In particular, organizational justice is concerned with how workers assess whether they have been treated fairly in their employment and how this assessment relates to other work-related conditions within the workplace, Okocha and Anyanwu (2016).

Ohiorenaya and Eguavoen (2019) see organization justice as how individuals view fair treatment in an organization. Essentially, it is measured in terms of the system of reward policy within the organization. Here, organizational justice ensures that remuneration received from the job is commensurate in a fair manner to individual employee's efforts expended on tasks. Organizational justice is generally measured by four main divisional aspects; distributive, procedural and interactional justice, and information justice Ogbu and Ugwu (2019).

Procedural Justice: Procedural justice refers to individuals' perceptions of the equity in organizational policies and practices, processes, strategies, and mechanisms used in assessing productivity. Procedural justice is usually judged on whether organizations avoid bias in decision-making, correct mistakes ethically, timely inform employees before decisions that affect them are executed, whether rules and regulations are applied equally to all employees, and whether there are the same opportunities for all members in the organizational redress system. When employees believe their employers provide them with quality assistance, reward enhanced commitment, and provide them with equal knowledge on how results are measured, they experience fairness in the interactional nature of the work. The first primary category of organizational justice is *procedural justice*, which is defined as an individuals' perception of the procedural components of the social system that regulate the allocative process (Leventhal, 2016a). In other words, the existence of procedural justice, which is one of the sub-dimensions of organizational justice, can be understood by investigating how justice works in the decision-

making processes that affect employee relationships with the organizations and each other (Korgaard and Sapienza, 2022). In organizational justice research, the focus on distributive justice moved to procedural justice between the mid-1970s and mid-1990s (Colquitt et al., 2015).

In the organizational context, procedural justice is considered an important resource in social exchange (Loi et al., 2016). This justice refers to the perceived fairness of the means used to determine the amount of benefits (Folger and Konovsky 2019). It is the fairness of the procedures used to determine the outcomes that will be received by employees (Mooreman, 2011). Whereas Korsgaard and Roberson (2015), defined procedural justice as the perceived fairness of the procedures used to make allocation decisions. It is independently related to attitudes towards the decision and the organization. According to Fernandes and Awamleh (2016), these procedures should be consistent, bias free and take into account the concerns of all parties and be morally acceptable. Here, employee concern about whether the decision process is fair and the process used to determine the outcome is just. It is mainly concerned with the fairness of the means that an organization uses to determine outcomes.

According to Suliman (2017), perceptions of procedural justice have consistently been shown to affect variety of outcomes variables. Tyler and Belliveau (2015) argue that fair procedures tend to inspire feelings of loyalty to one's team or group, legitimize the authority of leaders and help to ensure voluntary compliance with the rules. In general, procedural justice in organizational decision-making has been shown to have positive impact on a variety of employees' decisions and some emotional and behavior reactions. These consequences of procedural justice include variables such as organizational commitment, job involvement, trust, satisfactions, compliance with decision and performance.

According to Heslin and Walle (2019), one defining element of procedural justice is providing individuals with voice in making decisions that affect them. Further, they have proposed that fair procedures also include, where for an instance, bias suppression rather than decisions based on preconceptions, accuracy in terms of reflecting all available and relevant information and correct ability in light of employee input. In addition, when looked in the context of performance appraisals, procedural justice pertains to the apparent fairness of the procedures by which an individual's performance is evaluated. Moreover, Lind and Tyler (2018) suggested that when procedures stand for principles that are normatively accepted by people then procedural

justice will prevail. On the other hand, Leventhal (2020) came up with six rules that if followed will lead to procedures that are perceived as fair by the employees. The six rules can be summarized as follows:

- a. **Consistency rule:** This rule dictates that allocative procedures must be applied consistently across persons and time. The rule of consistency can be applied to any of the structural components. Leventhal gives the example of a situation where, when gathering information about job applicants, some are given more difficult aptitude tests than others.
- b. **Bias-Suppression rule:** Decision makers must be neutral and avoid self interest of ideological preconceptions.
- c. **Accuracy rule:** This rule dictates that it is necessary to base the allocative process on as much good information and informed opinion as possible. Information must be gathered and processed with minimum error. This rule is also important with regard to safeguards that discourage people from violating fair procedures. This highlights issues of accountability, monitoring (through record keeping for example) and sanctions.
- d. **Correctability rule:** This dictates that opportunities must exist to modify or reverse decisions made e.g. appeal procedures exist for correcting bad outcomes. Leventhal claims that the perceived level of fairness will be increased by the presence of appeal procedures that allow for review and modification of decisions at various stages of the allocative process.
- e. **Representativeness rule:** This rule dictates that all subgroups in the population affected by the decision are heard from and their basic concerns and values must be considered during the allocation process. For example, decision making bodies or committees should include representatives of important subgroups. The application of this rule brings up issues of power sharing and participatory decision making. Research has shown that employees attribute greater fairness to allocative procedures where there is genuine participatory decision making and frequent consultation with management.
- f. **Ethicality rule:** This predicts that the procedures uphold personal standards of ethics and morality of the individual. Leventhal (2020) provides the example of procedures that involve bribery are seen as unfair when related to a larger intrapsychic system of moral and ethical values and standards.

Similar to distributive justice, and since the procedures adopted by the organization correspond to the manner in which allocation of rewards takes place in the organization, a strong relation is also predicted between procedural justice and cognitive, affective, and behavioral reactions of employees (Martin and Bennett, 2016; Mossholder, Bennett, Kemery and Wesolowski, 2018). However, contrary to distributive justice, reactions to perceived procedural injustice are predicted to be aimed at the organization itself and not the outcome or the person implementing the procedure (Cropanzano and Folger, 2021).

Distributive Justice: Distributive Justice deals with the individual's judgment or perception in terms of the organization's fairness in allocating resources and the remuneration scheme when compared with the individual's inputs. It entails a remuneration system without bias and discrimination but based on the commitment level and effort of employees. Concern for the fairness of outcomes is the first form of justice to capture the attention of organizational scientists (Greenberg, 1987). Philosophically, Aristotle was the first writer to coin the phrase *distributive justice* when considering resource allocation. His view of justice analyzed what constituted fairness in the distribution of resources between individuals and proposed the primacy of merit as a criterion of fairness. For him, justice meant treating individuals in accordance with their deserts, treating equals equally and treating unequals unequally. He contrasted distributive justice with corrective justice. Distributive justice called for honour or political office or money to be apportioned in accordance with merit while corrective justice (or rectificatory justice) concerned punishment (Heffernan, 2012). Aristotle argued that distributive and corrective justice represents norms of equality. In the former case, the equality exists in the fact that everyone is rewarded in proportion to their merits, such that it is unjust for unequals in merit to be treated equally or equals in merit to be treated unequally. Justice for Aristotle was primarily a political concept. At the heart of this principle is 'merit', but Aristotle accepted that not all individuals define merit in the same terms and not all persons have equal merit (Cohen and Greenberg, 2022, cited in Heffernan, 2012).

Distributive justice is related to personal gain from allocation of resources in an organization. During the period between the 1950's and the 1970's, most organizational justice studies focused on distributive justice, which is based on social exchange theory (Colquitt et al.,

2015). It is the form of organizational justice that focuses on employees' beliefs that they get their fair share of valuable organizational outcomes such as pay, promotions, recognition (Harris, 2014). A study by Moorman (2021) indicates that distributive justice describes the fairness of the outcomes that employee receives. Meanwhile, according to Fernandes and Awamleh (2016), distributive justice refers to the concerns expressed by employees with regard to the distribution of resources and outcomes. It is the individual within the organization who determines the fairness of the distribution through comparison with others.

Distributive justice deals with the employee's perception of whether the outcomes are fair or not. This justice is concerned about employees' satisfaction with their work outcomes which will lead to organizational effectiveness (Suliman, 2017). Every employee is concerned about the equity aspect of justice in the form of workloads, work schedules, salary levels, bonuses, promotions or housing allowances. Employee perceptions of distributive justice are based largely on comparisons with others that are inevitable in the workplace. For example, co-workers may compare their salaries. If the comparison result is positive, they are likely to feel positive towards the system. However, if the result is negative, employees may sense that they are at an unfair disadvantage relative to others. They may wish to challenge the system that has given rise to this state of affairs. Systems in which resources are distributed unfairly can become quite prone to disputes, mistrust, disrespect and other social problems. So, management needs to focus on distributive justice.

Informational Justice: Informational justice is defined as the quality of justice treatment received by employees in interpersonal communication, including accurate, sufficient and timely expression and interpretation of information about positions, decisions and actions taken by others (Colquitt, 2021). Informational justice, as a specific form of social exchange, can effectively improve employees' acceptance and tolerance of negative information or decisions, thus reducing employees' deviant behaviour in the workplace. For example, Greenberg (2020) suggests that a detailed and polite explanation of temporary pay cuts could reduce negative behaviours caused by insufficient pay, such as corporate theft and staff turnover. Au and Leung (2016) argue that information justice represents one party's recognition and respect for the other's ability, which will lead both parties to reach an agreement in work and increase cooperative behaviours.

The social exchange theory posits that the relationship between people is based on reciprocity, trust, honesty, mutual assistance, equality and mutual benefit (Blau, 2018). A person who acts positively toward another person will indirectly trigger similar reciprocal behaviour from that person. When one person perceives the other person's negative behaviour or inappropriate behaviour (e.g., unfair treatment), he or she develops a sense of distrust -- a fear that the other person may cause harm. This distrust often leads to negative behaviours, such as reducing willingness to share information, rejecting the transfer of tacit knowledge or implementing knowledge hiding behaviours (Au & Leung, 2016; Zhao & Xia, 2019). On the contrary, a supervisor's justice treatment will make employees feel respected, appreciated and recognized, and in turn respond positively in the workplace due to justice treatment (Au & Leung, 2016). In other words, when employees perceive informational justice, they prefer to cooperate with coworkers to achieve the success of the organization, instead of pretending to be ignorant or telling others wrong information (Webster, Brown, Zweig, Connelly, Brodt & Sitkin, 2018).

On the other hand, informational justice would have a different effect on rationalized hiding behaviour, because rationalized hiding behaviour implies no intention to deceive (Connelly, Zweig, Webster & Trougakos, 2022). Employees are inclined to work on rationalized hiding behaviours when the corporate norms require the protection of certain information confidentiality (Pan, Zhou, & Zhang, 2016). In this context, employees consider their rationalized hiding behaviours to be honest, altruistic and guided by their abilities and moral values, which match the expectations of supervisors and the organization (Connelly & Zweig, 2015). As such, employees who perceive a higher level of informational justice are more inclined to work on rationalized hiding behaviour for the benefit of the organization.

Interactional Justice: Organizational justice researchers developed the notion of interactional justice, defined it as the quality of interpersonal treatment received during the enactment of organizational procedures (Bies & Moag, 2016). In general, interactional justice reflects concerns about the fairness of the non-procedurally that dictated aspects of interaction; however, research has identified two subcategories of interactional justice: informational justice and interpersonal justice (Folger & Cropanzano, 2018). These two subcategories of informational and interpersonal justice overlap considerably (Colquitt, 2021; Colquitt et al., 2021).

Interactional justice includes various actions displaying social sensitivity, such as when managers treat employees with respect and dignity. Mikula et al. (2020a) reported that a considerable proportion of perceived injustices did not concern distributional or procedural issues in the narrow sense, but instead referred to the manner in which people were treated interpersonally during interactions and encounters. Justice research began to focus on interactional justice that focuses on the fairness of the interpersonal treatment the individual receives from the decision maker (Ambrose et al., 2022). Interactional justice refers to the interpersonal treatment and communication surrounding the process and distribution of outcomes (Bies & Moag, 2016). It deals with dignity and respect towards employees by their manager and subordinates. Example for such case would be treating all employees with respect and dignity showcases equity in the organization. Interactional justice will deal with the factors of communication between the employees and the manager.

Interactional justice manifests itself in to two forms. The first is ***informational justice***, which can be defined as the amount and quality of information provided to explain outcomes and procedures. Sharing lots of accurate information helps employees to perceive that decisions are made in a careful, thoughtful and unbiased manner. Mainly informational justice refers to the sensitivity, politeness and respect people receive from their superiors during procedures. This serves primarily to alter reactions to outcomes, because sensitivity can make people feel better even if the outcome is unfavourable (Colquitt et al., 2021). The interpersonal aspect of justice is generally sensitive to differences in culture (Greenberg, 2021).

The second is ***interpersonal justice***, which can be defined as the level of respect and professionalism accorded to all employees. It refers to the explanation, justification or information provided by decision makers as to why outcomes are distributed in a certain way. Information should be comprehensive, reasonable, truthful, timely and candid. This information helps people to evaluate the structural aspects of the process (Colquitt et al., 2021).

Mainly, interactional justice focuses on the quality of the interpersonal treatment that people receive in the process of procedure implementation (Bies and Moag, 2016). Interactional justice exists when decision makers treat people with respect and sensitivity and explains the rationale for decisions thoroughly. This justice relates to the fairness of interpersonal communication relating to organizational procedures (Fernandes & Awamleh, 2016). It is

concerned with how the information is communicated and whether the individuals affected by a decision are treated with respect in a courteous and civil manner in other words being treated with respect and dignity. Whereas, Suliman (2017), stated that fairness is one of the most important factors of work environment that influence manager-employee relationships, employee-employee relationships and the organizational-employee relationship. The employees' perception of fairness in the organization procedures and processes is assumed to influence their relationship with the organization, co-worker and managers, which in turn affect their behavior and work outcomes. Cottringer (2019) argued that creating and managing fairness is important for work organization because it has an impact on employee attitudes and outcomes.

Concept of Employee Outcomes

Employee outcomes consist of attitudinal outcomes (such as commitment, job satisfaction and intention to leave) and behavioural outcomes (such as effort, motivation, cooperation and organisational citizenship). Demir *et al.* (2017) defines employee outcomes showed from their commitment as the way employees view the organization as belonging to them and their perception regarding to what extent to which they see themselves as an integral part of the organization. Employee's perception of their relationship with the organization may determine their level of dedication and willingness to expend more efforts in achieving organizational objectives, Andrew (2017). Ogbu and Ugwu (2019) simply puts defines employee commitment as the identification of employee to, and with his/her organization. This implies that employee commitment is an employee's attachment to a particular organization as a result the organizations structure of policies, ideologies, reputation or credibility. Princy and Rebeka (2019) see employee commitment as a strong-point stemming from experiences within an organization that tends to retain behavioral move of employees to devote more individual inputs in organizational processes towards organizational performance.

Some researchers defined employee commitment as a psychological condition. Andrew (2017) defined employee commitment as a psychological condition that represents a bond between workers and the company and involves the decision by employees to remain as a part of an organization, Eltamo and Keno (2019). Radosavljević, Čilerdžić, and Dragić (2017) gave three approaches to organizational commitment: Affective, Normative, and Continuance commitments.

Affective commitment refers to an employee's emotional connection and association with the organization, as well as his/her involvement, and contribution to its operations, and growth. It entails a psychological bond, in which a worker or employee agrees to be committed to and responsible for the organization due to an alignment in the goals of an organization as well as that of the employee. Affective employees remain with the organization because they see their intimate assignation with the company as in-line with the company's aims and objectives. Some factors responsible for affective commitment may include job status, remuneration, prompt payment of compensation packages, and the organization's prestigious status in the society.

Continual Commitment refers to a person's understanding of the costs of leaving an organization. It involves the employee's analysis of the gains and losses associated with leaving the present workplace. In the absence of alternative job prospects, and in addition to costs associated with leaving the company, employees may have no other option than to stay with the present company. Therefore, continual commitments are an employee's attachment to an organization based on the estimation of economic benefits anticipated to be gained, or being gained by the employee in the organizations.

Normative loyalty is a situation where employees feel moral obligation to remain with the company because they believe it is the best thing for them to do, Ohiorenoya and Eguavoen, (2019). Normative loyalty is interrelated to advances or upfront payments awarded to the employee by the organization. Staff who have benefited from advanced upfront salaries or fully paid scholarships by organization may feel a moral obligation to stay and contribute to the company because of the benefits associated with the advances or scholarships they have enjoyed.

Employee commitment is considered as one of the most important concepts which influences turnover, job performance, and organizational growth and development, Princy and Rebeka (2019). Employees who are committed to an organization form a bond with it, which leads to improved organizational efficiency, Andrew (2017). The study by Hafiz (2017) found a strong positive relationship between affective, normative, and continual commitment and employee performance.

Different perspectives of employee work outcomes have been viewed by previous scholars and researchers (Samad, 2015, 2022). Scholars have referred employees' outcomes in terms of work-related attitudes and behaviors (Greenberg, 2020). Examples are like turnover, absenteeism,

performance, organizational commitment, engagement, involvement and job satisfaction. Research evidences also showed that the perceptions of organizational justice are related to critical job-related attitude such as job satisfaction, compliance and productivity. Keashley, Wilson and Clement (2018) found that experiences of hostile organizational behaviours were related to lower job satisfaction and affective job commitment. Further empirical evidence reports that there was a significant relationship between fair treatments at workplace and employees' behaviour (Cobb & Frey, 2016, Fryxell & Gordon, 2019). However, this study focuses on three important components of employee work outcomes mainly organizational commitment, job involvement and job performance.

Theoretical Framework

Organizational justice is linked with the equity theory propounded by behavioral psychologist, John Stacey Adams in 1963. Adam's equity theory recognizes that a variety of subtle and complex variables influence an employee's appraisal and understanding of their job and employer. The theory is based on four premises:

- i) That an individual is interested in his achievement (reward and recognition), as well as achievements of others.
- ii) That employee expects a fair and equitable return for their contribution to work.
- iii) Those employees determine what level of equity in terms of remuneration or reward that they expect in return for their contribution to work after they carry out individual assessments of their inputs with the rewards their relational workers receive.
- iv) Employees who feel that they are in the unfairest scenario will try, psychologically to minimize inequity through direct modification of input and/or output or through their resignation from the organization.

Accordingly, individuals within a workplace tend to build structures where resources can be equally dispersed among group members in order to maximize individual rewards. Large disparities in relationships within the group make those involved dissatisfied in proportion to the level of inequality. The theory supports that employees become de-motivated, in relation to their work and to others within the organization if they believe their inputs are greater than their

outputs (reward). Employees can therefore react in a variety of ways, including reduced their efforts, or interference with organizational processes.

The theory of equity requires four elements: input, output, reference option and motivation of an employee to minimize inequality. The theory makes a distinction between inputs and outputs. Inputs refers to the quantity, quality and consistency in terms of efforts of workers towards their jobs, that makes the employee entitled to some form of reward. An input includes time, skills, education, efforts, knowledge, experience, etc. While outputs are either positive or negative outcomes that an employee receives as a result of his/her interaction with another participant or on the job. Outputs can be financial (salary, bonuses, or profit sharing), or immaterial (Recognition, challenge or responsibility). Reference is a personally perceived comparison of an employee's own inputs and output (in terms of individually set benchmarks) to that of another employee or a group within the organization. The outcome of reference may be overpaid equity, (in which case the person perceives that his outcomes are more as compared to his inputs in relations to others), underpaid equity, and equity, where the employee perceives that his outcomes in relation to his inputs are equal to those of others.

The theory dictates that, reference allows an employee may see equality or inequity. In case of inequality, dissonance, remorse and indignation are created and these negative circumstances results in the individual's different actions to establish equity for him within the workplace. The foundation of Adams Equity Theory is that the input and output of employees have to be balanced because individuals feel conflicted when they assess inequity, and disparity in the comparison of inputs and outputs. Thus, employees must perceive equity in what they are bringing into the organization and what they are getting out of it.

Adam's equity theory reduces exploitation of workers by acknowledging that, workers have a perception of what they expect in terms of equity within an organization. The theory also serves as a source of motivation in an organization by revealing that equity within an organization motivates employees and fosters better relations between workers in the workplace. However, the theory has been criticized for the difficulty and impracticability of precision in measuring perception of people in terms of output/input ratios, and also the theory does not indicate the particular actions that an individual should take to ensure equity when inequality is perceived.

Empirical Framework

In trying to determine whether organizational justice can contribute to the satisfaction of workers in their job, Gofi, Topino, Palazzeschi and Fabio (2020) makes use of 179 Italian workers to investigate whether organizational justice can help to improve the job satisfaction of workers. Three scales were used which includes the scale of job satisfaction, change scale and that of the organizational justice. The findings from the authors indicated that acceptance of change have significant influence on the job satisfaction of workers and that a partial mediation impact still affect the organizational justice. However, when all the measure of organizational justice is included such as procedure justice, distribute, interpersonal and informational justice, they all impacted positively on Job performance.

In another vein, Aeknarajindawat and Jernsittiparset(2020) investigated whether organizational justice can influence the citizenship behavior of the organization, satisfaction with their job and the organizational outcome in some selected pharmacy firms that are in Thailand. The authors make use of survey design with the use of questionnaire in collecting data. Simple random sampling was used to select 170 employees of the firm. Two software were used for the analysis with the AMOS software and statistical package for social sciences (SPSS). The regression result shows that organizational justice in the firm has a significant and positive effect on the organizational citizenship of the attitude of the employee.

Kalay (2016) examined the impact of organizational justice on employee performance in turkey. The study made use of a total of 942 teachers who are working in the public schools in three cities in Turkish metropolis. Three study employee partial least square structural equation modeling techniques. He concluded that both distributive and organizational justice has significant and positive effect on workers task performance while procedural and interactional justice does not have any significant implication on the task performance of the employee in the organization. The study however failed to explain the major factors that determine organizational justice in the organization.

Rahman, Haque, Elahi and Miah (2015) assess the impact of organizational justice on employee job satisfaction among pharmaceutical company in the city of Bangladesh. The study make use of 76 workers in the industry using simple random sampling techniques. The authors make use of both discipline and multiple regression analysis. They concluded that among the

different measures of organizational justice distributive and interactional justice has significant impact on their job satisfaction. Furthermore, procedural justice in the organization has no significant connection with the satisfaction of workers in their job. Although, the authors explained vividly the different measures of organizational justice, however, they were silent on the impact of informational justice on the job satisfaction of workers which would have made the study more robust.

Conclusion

The effect of organizational justice on employee outcomes of fast moving consumer goods was examined in current study. The life of society centers across the ideals of justice. Similarly, it is too impossible without fairness for workers to do well. Organizational justice has different aspects, each of which has different effects on employee outcomes of fast moving consumer goods. Previous research on the subject supports that the degree of influence of each dimensions of organizational justice is different on the outcomes of employees. As a result of these different views, this study examines the effect of organizational justice on employee outcomes using 200 employees of fast moving consumer goods. The four components of organizational justice were used and findings from the study conclude that procedural justice, distributive justice, informational justice and interactional justice jointly predict the employees outcomes of fast moving consumer goods in Port Harcourt, Rivers State. Also, that strong positive relationship exists between organizational justice and employee outcomes of fast moving consumer goods. It was observed in most of the literature that distributive and interactional justice was positively related with employee outcomes of fast moving consumer goods with significant results.

Recommendations

Based on the outcome of the study from the discussion of findings, it is glaring that there is always organizational politics and justice in organization which have effect on the outcomes and performance of the employee. Emanating from this therefore, the study recommends to fast moving consumer goods as follows:

- i) Head of each department of the organization need to treat workers with fairness so as to bring about positive outcome and commitment of the employee towards work.

- ii) Organization needs to find a way in convincing employee of the importance of reward especially among fast moving consumer goods.
- iii) Management of fast moving consumer goods should ensure that fair and just procedure is kept.
- iv) There is need for management fast moving consumer goods in Nigeria to create arena for interaction of staff so as allow them to work hand in hand and learn more, this would keep boost their outcomes.
- v) Workers of fast moving consumer goods should have equal right towards information in the organization. Management of fast moving consumer goods should ensure that there exists no preferential treatment when it comes to justice..

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