

Gauging the relationship between organizational justice and employee job performance of delta steel company limited: An empirical investigation

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ABSTRACT

This study examined the impact of organizational justice and employee job performance using Delta Steel Company Limited, Gold Insurance Plc and Asaba Manufacturing Inc. as a study. A total of 200 respondents were selected from the staff of the organizations using random sampling techniques. Descriptive statistics, Pearson product moment correlation were employed in analyzing the data retrieved from the respondent. Findings reveals that positive and significant relationship exists between procedural justice, distributive justice, informational justice and interactional justice and employee job performance. The study therefore recommend that management should be fair in justice so as to ensure that there is no preferential treatment to employees, 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, organization needs to find a way in convincing employee of the importance of reward, there is need for management to create arena for interaction of staff so as allow them to work hand in hand and learn more, thin would keep boost their commitment and Management of the selected companies should ensure that there exists no preferential treatment when it comes to justice.

Keywords:

Organizational Justice, Employee Job Performance, procedural justice, distributive justice, informational justice and interactional justice.

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1. INTRODUCTION

In every organization, justice is crucial. Nevertheless, the organization's justice culture has an impact on how committed people are to their jobs. The importance of how businesses treat their employees has significantly increased over the past few decades. Instead of using people as tools for organizations, Akram et al (2020) suggested that organizations should use people as forums. This assertion is supported by the notion that individuals react to how they are treated. Organizational justice has recently sparked concern among several scholars. According to the disciplines of organizational action and organizational theory, Chalidyanto (2020), organizational justice is a crucial organizational principle and practice in modern organizational management. Organizational justice has become crucial to the structure and culture of an organization as a result of the significant initiatives taken to guarantee that workers not only receive organizational justice but also are appreciated throughout the organization. This is crucial for the survival of the companies as a whole as well as for the wellbeing of individual employees. Akram et al (2020). The compatibility and endurance of an entity are determined by the relationships that exist between the functional groups. The willingness and confidence of employees to perform good work might be harmed by their perceptions of persecution. However, other scholars contend that unequal capital and asset allocation harms an employee's productivity and morale in relation to his effectiveness. Understanding how acts of justice impact various aspects of a professional work experience are crucial for the building of a just organizational culture and a sense of justice among the workforce (Chandrawaty & Widodo, 2021).

The perception of justice is crucial for employees, especially when it comes to their interactions with management, particularly when it comes to reward-sharing, oversight, promotion opportunities, and hiring new employees into the company. The concept of justice, also known as corporate justice in the workplace, has reportedly been the most important subject in the domains of organizational behavior and human resource management for decades, according to Jabeen et al. (2021). Organizational justice is defined as the result of employees' expectations for the objectivity and honesty of measures used to assess the value of the organization, as well as a level of equality and fairness in the treatment of employees' rights and obligations, which aid in determining the relationship between organizational members' levels of performance. Companies all over the world are becoming more and more reliant on human capital as the

business world moves from the manufacturing era to the information age, and this capital performs better when it is treated fairly and equally Akram et al (2020). Today, employee intimacy at work is crucial to a company's success. The key to preserving the company's desired success in this dynamic environment is a constant rise in staff performance. As a result, companies today are particularly interested in how employees feel about their businesses Gori, et al (2020). Corporate justice was a topic that attracted a lot of attention in this context from several sectors of the industry, including industrial psychology, comporment management, and management of human resources. Furthermore, in the rational paradigm, where businesses are considered as purely economic entities, employee motivation was seen as a personal drive for financial rewards. As organizations always look for strategies to ensure that individual employees have better minds toward the nature of their job, this scenario has become a severe task (Menastie, 2020; Perainda, et al., 2020). Businesses in today's dynamic economy always push themselves to the limit in an effort to recruit the best personnel and surpass their competitors by taking unconventional approaches. Employees are better aware of their rights, appreciate the employer's sense of justice, and trust that their superiors will make fair decisions. Since equity directly affects employee attitudes and behavior, it has become a key issue for firms to take into account. Furthermore, ensuring the loyalty and productive performance of employees within the firm is largely dependent on corporate justice. This is due to the possibility that workers' performance may decline as a natural response to unfair treatment (Zeidan & Itani, 2020). As a result of organizational fairness, employees protest against unfair and unjust outcomes as well as inappropriate processes and interactions. In light of this, it is crucial to investigate how organizational justice affects workers' dedication to their work and performance.

1.1 Objectives of the Study

The aim of the study is to examine the impact of organizational justice on employee job performance. The specific objectives however are to:

- Determine the relationship between procedural justice and employee job performance.
- Examine the relationship between distributive justice and employee commitment in an organization
- Assess the relationship between interactional justice and employee job performance?

- Evaluate the relationship between informational justice and employee job performance?

1.2 Hypotheses of the Study

Based on the research objectives, the following hypothesis is formulated in the null form and tested.

- H₀₁: There is no significant relationship between procedural justice and employee job performance.
 H₀₂: There is no significant relationship between distributive justice and employee commitment in an organization.
 H₀₃: There is no significant relationship between interactional justice and employee performance.
 H₀₄: There is no significant relationship between informational justice and employee performance.

2. LITERATURE REVIEW

2.1 Concept of Organizational Justice

Different scholars have offered different definitions of organizational justice. Organizational justice, as defined by Hermanto and Srimulyani (2022), relates to the importance of equity in the workplace and is an analysis of an institution's treatment of its employees while taking into account broader moral and ethical principles. It entails how much a workforce in a company accepts management (Aruoren, et al., 2021). On the basis of morality, religion, fairness, equality, or the law, justice is referred to as a morally correct action or judgment. A wide definition of organizational justice was provided by Aslam (2020). He defines organizational justice as an assessment of employee management choices made regarding, among other things, task delegation, employee empowerment, pay capacity, award distribution, fair economic and social work policies, employees' perceptions of the overall internal decision-making process, and how these choices are communicated to employees in the workplace. In a different study, Tefera and Hunsaker (2020) defined organizational justice as the method that leaders treat people fairly in order to produce favorable results in the company. Organizational justice is particularly interested in how employees evaluate whether they have received fair treatment in the workplace and how this evaluation connects to other work-related circumstances there (Aruoren, et al., 2021). Organizational justice is viewed by Widodo and Sulistiasih (2021) as how people perceive fair treatment in an organization. In essence, it is evaluated in terms of the organization's reward policy system. In this case, organizational justice makes sure that compensation obtained from the job is fair and proportionate with each employee's efforts put forth on responsibilities. Distributive, procedural, interactional, and informational justice are the four basic divisional components that are typically used to measure organizational justice (Lait, et al., 2021; Chelagat, et al, 2020). Distributive justice is concerned with an individual's assessment or perception of how fairly the organization distributes resources and sets compensation levels in relation to the individual's inputs. It calls for a pay structure devoid of prejudice and discrimination and based instead on the level of dedication and effort put forth by employees. Individuals' impressions of the equity in organizational rules and procedures, processes, tactics, and methods used to gauge productivity are referred to as procedural justice.

Typically, procedural justice is assessed based on how well an organization avoids bias in decision-making, corrects ethical errors, promptly notifies employees prior to the execution of decisions that affect them, applies rules and regulations equally to all employees, and provides equal opportunities for all members of the organizational redress system. Employees sense fairness in the interactional nature of work when they think their bosses treat them well, recognize increased commitment, and give them equal access to information about how performance are judged.

2.2 Forms of Organizational Justice

2.2.1 Distributive Justice

Distributive justice is defined as justice in the allocation of resources (Aruoren, et al., 2021). As its name suggests, it serves as a gauge for how equitably substantial advantages—like pay—resulting from well-coordinated organizational operations are distributed among employees. The positive association between distributive justice and performance that has been discovered may be explained by the equity hypothesis put forth by Faeq et al. (2020). This theory holds that human motivation is influenced by how one's outputs correspond to their efforts and how their efforts compare to those of their peers. Workers may react by working less productively or more favorably than usual to level the playing field if they sense prejudice in their treatment. To put it another way, people may begin to exert less effort overall if they feel that they aren't receiving a fair portion of the benefits of their efforts. Susanty's (2022) theory of economic interaction postulates that equitable resource allocation can result in more overt displays of role-appropriate behavior. However, when workers

perceive their interactions at work to be social in nature, contextual performance may be perceived as a reasonable response to distributive justice.

2.2.2 Procedural Justice

The phrase "procedural justice" refers to the judgments of decision-makers regarding how just the process for awarding outcomes was (Sadq, et al., 2020). Insofar as they relate to the organization's capacity to distribute outcomes fairly, an individual's sense of procedural justice is a reflection of their level of trust in the formal procedures of the organization and how they have been treated by the authorities enforcing those procedures. People give equal weight to procedural issues wherever allocations are made, as noted by Faeq et al. (2020), which raises the possibility that procedural justice may have a major effect on workers' productivity. According to Laith et al. (2021), perceived procedural justice changes an employee's relationship with the organization from an economic to a social one. When one party feels they have been treated properly in social exchange exchanges, the other side is more likely to go above and above the call of duty. These actions outside of one's typical role are relevant to performing effectively in a certain setting. If fair procedures and treatment are used, it is thought that the distribution of results will be more likely to be equitable. Giving employees a voice in decision-making and providing them with information to explain why they obtained the conclusion they did are examples of fair practices. As a result, employees will be more likely to feel pleased and perform their duties in accordance with their job requirements. Evaluations of procedural justice have been found to positively correlate with task performance in a number of studies. The research of others also supports the beneficial benefits of procedural justice on contextual performance (Sadq, et al., 2021). According to what has been written and discovered, it would appear that a worker's feeling of procedural justice may result in improved performance.

2.2.3 Interactional Justice

The phrase "interactional justice" refers to how people are treated as a conflict is resolved, including whether they are treated kindly and considerately or disrespectfully. In addition to being honest and providing an explanation, interactional justice has also been associated with being polite, nice, sensitive, interested, honest, demonstrating empathy and assurance, being straightforward and concerned, and making an effort. Other essential components in settling a complaint include accepting responsibility and apologizing to the client. Due to the importance of communication in the resolution of complaints, consumers' post-complaint behavior is particularly relevant to the idea of interactional justice. There is a dearth of research on interactional justice in the workplace. According to Widodo and Sulistiasih (2021), fair interpersonal treatment has been connected to customer satisfaction with service encounters, higher ratings of service quality, higher ratings of overall complaint management, and more favorable repurchase intentions.

2.2.4 Informational Justice

Informational justice is the level of fairness employees experience in interpersonal interactions, including accurate, sufficient, and timely expression and interpretation of information about other people's perspectives, judgments, and actions (Schumacher et al, 2020). Informational justice, a particular type of social interchange, can effectively increase staff members' acceptance and tolerance of unfavorable information or choices, hence lowering staff members' disruptive behavior at work. Negative behaviors like employee turnover and corporate theft that are brought on by inadequate compensation could be reduced with a thorough and courteous explanation of temporary pay decreases. Information justice entails one party acknowledging and respecting another's skill, which will enable both sides to come to a work agreement and foster more cooperative behaviors (Schumacher et al, 2020). According to the social exchange theory, human relationships are founded on trust, honesty, reciprocity, mutual aid, equality, and mutual benefit. When one person acts nicely toward another, the other person will inevitably respond in kind. When one person notices the other person's unfavorable or inappropriate behavior (such as unfair treatment), they get suspicious of them and worry that they might do them harm. This mistrust frequently prompts unfavorable actions, such as a decrease in the readiness to share information, a rejection of the transmission of tacit knowledge, or the adoption of knowledge-hiding techniques. Instead, a supervisor who treats people fairly will instill a sense of respect, appreciation, and recognition in their workers, who will then act more positively at work as a result. In other words, when employees feel that information is being fairly distributed, they choose to work together with their coworkers to ensure the success of the company rather than lying or spreading false information.

2.2.5 Concept of Employee Job Performance

There has been a change in how organizational behavior academics define "job performance" during the last few decades. It has been disputed

that work performance can be summed up in a single number. Researchers used to focus on certain job responsibilities, but today they take a wider range of elements into account within a more fluid organizational structure (Faeq et al., 2021). Traditionally, a person's performance was judged on how well they carried out the tasks that were given to them (Novitasari, et al., 2020). Academics before us have conceptualized in a similar way to how we have. These authors contend that for a group to be effective, each member must be able to consistently carry out the tasks that have been delegated to them. The behavior that is expected of employees in particular roles reflects how well those roles carry out the tasks that are allocated to them. Novitasari et al. (2020) asserts that two types of activities are necessary for good task performance. Processes that directly transform raw materials into final goods or services fall under the first category. The actual technological infrastructure is included in the second class, along with things like servicing and maintaining it. To put it another way, task performance happens when employees use their technical experience and knowledge to carry out specialized activities that support these core business operations or to produce goods and services using the organization's primary technical processes (Sadq et al., 2020).

The growing interconnectedness and instability in the workplace and in organizations have thrown traditional notions of a person's ability to perform their job into question. Traditional approaches to job performance do highlight the need for organizational members to go beyond defined roles in order to achieve organizational goals, but they do not adequately emphasize the full range of behaviors that contribute to effectiveness when systems are uncertain and interdependent (Sheeraz, et al., 2021). Uncertainty exists in an organizational setting when the inputs, processes, or consequences of work systems are unpredictable. According to Faraj et al. (2021), there are a number of factors that contribute to workplace uncertainty, such as increased competition, technological advancements, and changing consumer preferences. It is more difficult for task performance alone to be effective in an organizational context that is becoming more variable. Employees working in such a setting are expected to exhibit flexible roles as well as adaptable and proactive behavior. As a result, new models have emerged to support a larger range of obligations. One of these ideas is contextual performance since it covers acts that have nothing to do with a certain profession. Contextual performance occurs when workers proactively assist fellow workers who are falling behind, uphold positive working relationships, or exert themselves to meet strict deadlines. To sum up, the technical core is not directly supported by contextual performance behaviors, but rather the wider organizational, social, and psychological environment in which the technological core must operate (Hermanto & Srimulyani, 2022). Therefore, it is essential that any performance metric fully captures the range of desirable actions taken by employees. To apply this theory, it is necessary to separate the performance domain into task performance and contextual performance. Scholars have also noticed that there are various antecedents connected with each of the performance characteristics.

2.3 Organizational Justice and Employee Job Performance

Organizational justice is highly valued by both individuals and enterprises in developing and underdeveloped nations. Organizational justice, according to Ahmed and Faeq (2020), refers to a system where management and employees are treated equally. Earlier studies that examined the interactions between employers and employees discovered a link between organizational justice and worker performance. Hermanto and Srimulyani (2022) contend that organizational fairness is essential for retaining devoted workers and promoting a positive work environment for all employees. When organizational justice is in place, workers are better able to collaborate and exhibit more collectivism, but injustice has the reverse impact and drives a wedge between coworkers. According to research, a culture of fairness and equality at work positively predicts worker commitment, support, and citizenship behavior at work as well as job performance, but it negatively predicts employee theft and workplace sabotage. Employee loyalty was found to be negatively damaged by unfair practices or treatment by Akram et al. (2020). According to Hermanto and Srimulyani (2022), prior research has concentrated on the connection between organizational justice and worker productivity: when workers are treated fairly, their output improves; when they are not, productivity declines. A fair organization is built on the pillars of distributive justice, procedural justice, and interactional justice. According to the equity hypothesis, when there is a disparity between an employee's efforts and the benefits they receive from their employer, they perceive a lack of distributive justice. Tefera (2020) points out that different personnel abilities translate into different levels of success for the firm as a whole. Employees perform at their best when the stakes are high; but, when the stakes are low, they perform poorly. Even though Faeq (2022) has stated that the organization's resource allocation needs to be rethought, workers' remuneration should be determined by how successfully they perform

their duties. According to Vaamonde et al. (2021), the theories of social and economic interaction are closely related to the idea of distributive justice. According to Aruoren, et al (2021), the concept of procedural justice is concerned with how social interactions develop and how strongly employees identify with their places of employment. According to the meta analysis performed by procedural justice is a better indicator of worker performance than distributive justice in the workplace. Additionally, Ogwuche et al. (2018) demonstrated that procedural justice, as opposed to distributive justice, has a greater impact on employees and internal corporate perceptions.

In addition, Orishede and Bello (2019) stated that the direction a manager shows toward employees typically determines the quality of communication between the management and the employees, which is associated with interactional justice. Faeq et al. (2021) discovered in their survey of enterprises that workers valued their relationships with superiors, the availability of accurate information, and opportunities for personal growth inside the company more than monetary compensation. Several researchers have found that interactional justice improves performance in the workplace (Syarifah, 2016; Dike, et al., 2021; Diab, 2015; Elamin & Alomaim, 2011). While many studies have looked at how organizational justice affects things like communication, citizenship, trust, and commitment, few have looked at how it affects employees' productivity on the job.

2.4 Conceptual Framework of the Model

A conceptual framework that depicts the link between the dependent and independent variables is developed in order to ascertain the impact of organizational justice on employee performance and commitment. Procedural justice, distributive justice, interactional justice, and informational justice are the organizational justice measures. Employee job performance is the dependent variable, while these four indicators of organizational justice are the independent variables. The following diagram shows the model's conceptual framework:

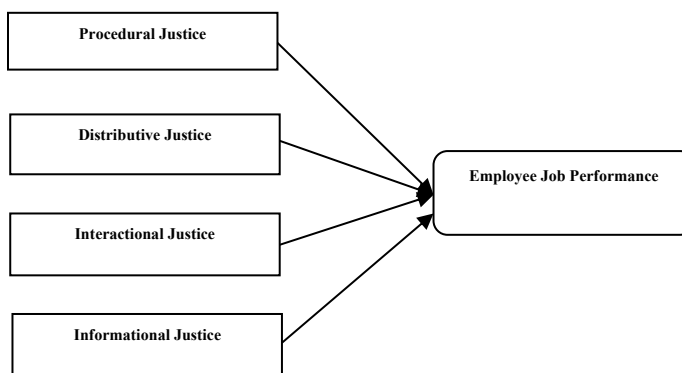


Fig. 1. Theoretical framework

2.5 Theoretical Framework

Social Exchange Theory (SET) provides a fascinating lens through which we can explore the connection between organizational justice and employee performance. Essentially, SET suggests that our social interactions are driven by an exchange process where we aim to get the most benefits while keeping costs low. In the workplace, employees view their relationship with the organization as a series of exchanges, where fairness and justice play vital roles. When employees feel they are treated fairly—whether it's regarding their salary, recognition, or chances for promotion—they're more inclined to feel a sense of duty to respond positively (Orishede & Bello, 2019). This give-and-take relationship fosters a supportive atmosphere where employees are inspired to boost their performance, knowing their hard work will be recognized and rewarded. The way employees perceive organizational justice plays a crucial role in how they view their relationship with the company. When they see fairness in how things are done—like the fair distribution of resources, transparent decision-making, and respectful treatment—they're more likely to build trust and feel a sense of belonging. This positive outlook encourages them to commit to the organization and perform their roles more effectively. On the flip side, if they sense injustice, it can lead to resentment and disengagement, which ultimately hurts their performance. So, the quality of these exchanges, shaped by perceptions of justice, directly influences how willing employees are to put in effort and engage with their work.

3. RESEARCH METHODOLOGY

This study adopted a correlational research design and a survey was carried out to obtain data from the respondents of the study. 200 respondents were sampled from employees of Delta Steel Company

Limited. To reach out to the targeted respondents for the study, copies of the structured questionnaire were administered to the respondents. Face-to-face meeting was arranged between the researcher and the correspondences on when to visit the company in order to instruct the respondents on the needed pattern of filling of the instrument. This method was preferred because it enables the researcher achieve a high response rate and cover all the sampled areas used for the study. A period of two weeks was used for the collection of data. Both descriptive and inferential statistics was employed to meet the goals of the study. To accomplish the study's additional goals, Pearson product moment correlation techniques were used with the aid of statistical Packages for Social Sciences (SPSS).

4. PRESENTATION OF RESULTS

Table 1: Pearson product moment result on the relationship between procedural justice and job employee performance

Variables	Mean	Std Dev	N	R	P	Remarks
Procedural Justice	15.9556	3.56605	200	0.711**	0.00	Significant
Employee Job Performance	39.3333	5.24316				

From Table 1 a positive correlation coefficient of 0.711 was obtained. This indicates that there is a positive and significant relationship between procedural justice and employee job performance ($r=0.711^{**}$ $N=200$ $p<0.01$). As presented in Table 1 the mean score for procedural justice is 15.9556 and 39.3333 for employee job performance. The value for the standard error was also low with 3.56605 for procedural justice and 5.24316 for employee job performance. However, the finding from the correlation result shows that there exists a significant relationship at 0.01 level of significance with a 2 tail test. Hence, the null hypothesis is rejected.

Table 2: Pearson product moment result on the relationship between distributive justice and employee commitment in an organization

Variables	Mean	Std Dev	N	R	P	Remarks
Distributive Justice	16.4889	3.88197	200	0.410**	0.00	Significant
Employee Job Performance	39.3333	5.24316				

The value from Table 2 indicates that there is a positive and significant relationship between distributive justice and employee job performance with a positive correlation coefficient of 0.410 ($r=0.401^{**}$ $N=200$ $p<0.01$). The mean score for distributive justice is 16.4889 and 39.3333 for employee job performance. The value for the standard error was also low with 3.89978 for distributive justice and 5.24316 for employee job performance. However, the findings from the correlation result shows that there exist a significant relationship between distributive justice and employee job performance at 0.01 level of significance with a 2 tail test. Hence, the null hypothesis is rejected.

Table 3: Pearson product moment result on the relationship between interactional justice and employee job performance

Variables	Mean	Std Dev	N	R	P	Remarks
Interactional Justice	13.2667	3.86217	200	0.727**	0.00	Significant
Employee Job Performance	39.3333	5.24316				

As presented in Table 3, a positive correlation coefficient of 0.727 was obtained indicating that there is a positive and significant relationship between interactional justice and employee job performance ($r=0.727^{**}$ $N=200$ $p<0.01$). It is also presented in Table 3 that the mean score for interactional justice (13.2667) and 39.3333 for employee job performance. The value for the standard error was also low with 3.86217 for interactional justice and 5.24316 for employee job performance. However, the findings from the correlation result shows that there exist a significant relationship interactional justice and employee job performance at 0.01 level of significance with a 2-tail test. Hence, the null hypothesis is rejected.

Table 4: Pearson product moment result on the relationship between informational justice and employee job performance

Variables	Mean	Std Dev	N	R	P	Remarks
Informational Justice	13.3778	2.56383	200	0.654**	0.00	Significant
Employee Job Performance	39.3333	5.24316				

The value from Table 4 indicates that there is a positive and significant relationship between informational justice and employee job performance based on the positive correlation coefficient of 0.654 that was obtained ($r=0.654^{**}$ $N=200$ $p<0.01$). It is also presented in Table 4 the mean score of 13.3778 for informational justice and 39.3333 for employee job performance. The value for the standard error was also low with 2.56383 for informational justice and 5.24316 for employee job performance. However, the findings from the correlation result shows that there exist a significant relationship between informational justice and employee job performance at 0.01 level of significance with a 2 tail test. Hence, the null hypothesis is rejected.

5. DISCUSSION

5.1 Relationship between Procedural Justice and Employee Job Performance

The first objective of the study was to determine the relationship between procedural justice and employee job performance. In addressing this objective, the Pearson product moment correlation techniques was employed. The study shows that there is high correlation between procedural justice and employee job performance with $r=0.711$ $p<0.01$. The finding is in line with Elamin and Alomaim (2011); Orishede and Bello (2019); Dike, et al (2021) who found that procedural justice has significant influence on employee's affective conduct. Based on the findings, the research question is answered and the study concluded that there is significant relationship between procedural justice and employee job performance.

5.2 Relationship between Distributive Justice and Employee Job Performance

Objective two of the study was to evaluate the relationship between distributive justice and employee job performance. In addressing this objective and to answer the research question, the study employed the Pearson product moment correlation techniques and the result showed a positive and significant relationship between distributive justice and employee job performance with ($r=0.410$, $p<0.05$). This result is line with prior studies like Ogwuche (2018); Orishede and Bello (2019) who found a positive influence of distributive justice on employee's performance. Based on the findings, the study concluded that distributive justice has significant relationship with the performance of the employee.

5.3 Relationship between Interactional Justice and Employee Job Performance

The third objective of the study was to determine whether any significant relationship exist between interactional justice and employee job performance. In order to address this question, the Pearson product moment correlation was employed, and the findings revealed a high level of correlation between the two ($r=0.727$; $p<0.01$). The findings of this study are in line with Akram et al, (2020); Hermanto and Srimulyani (2022); Ogwuche (2018); Orishede and Bello (2019) who found a strong positive relationship between interactive justice and employee innovative work behavior. Based on this result, therefore, it is concluded that there exists a significant relationship between interactional justice and employee performance. Jabeen et al. (2021) is the reverse of the above finding which says that justice in an organization in most cases does not affect employees job performance rather depends on the readiness of the employee to work.

5.4 Relationship between Informational Justice and Employee Job Performance

The fourth objective was to address the question on the relationship between informational justice and employee job performance. In order to answer the question for the Pearson product moment correlation was employed and the result indicates a strong moderate relationship between informational justice and employee job performance. The result indicated the level of correlation stand as ($r=0.654$ $p<0.05$). This indicates that informational justice has significant relationship with employee job performance. This result is in line with the findings by Schumacher et al (2020) who concluded in their study that informational justice moderates the relationship between felt job insecurity and job performance. Based on the findings, research question four is addressed and concluded that informational justice has significant relationship with employee job performance.

6. CONCLUSION

The impact of organizational justice on employee job performance was examined in this 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 performance. Previous research on the subject supports that the degree of influence of each dimensions of organizational justice is different on the performance of employees. As a result of these different views, this study examines the relationship

between organizational justice and employee job performance using 200 employees of Delta Steel Company Limited. The four components of organizational justice were used and findings from the study concluded that procedural justice, distributive justice, informational justice and interactional justice have a positive significant relationship with the performance of employee in Delta Steel Company Limited. In a nutshell, a strong positive relationship exists between organizational justice and employee job performance.

6.1 RECOMMENDATIONS

Based on the outcome of the study, the study recommends the following:

- 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.
- Organization needs to find a way in convincing employee of the importance of reward.
- Management of Delta Steel Company Limited should ensure that fair and just procedures are put in place.
- There is need for management to create arena for interaction of staff so as allow them to work hand in hand and learn more, this would keep and boost their commitment.
- Management of Delta Steel Company Limited should ensure that there exists no preferential treatment when it comes to justice.

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