

# EFFECT OF INTERACTIONAL JUSTICE ON THE PERFORMANCE OF SELECTED MANUFACTURING COMPANIES IN ABUJA.

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## Abstract

*This study adopts a survey research design to examine the effect of interactional justice on the performance of selected manufacturing companies in Abuja. The population comprises 898 employees, with a sample size of 277 determined using Yamane's (1967) formula, augmented by 30% to distribute 360 questionnaires to ensure adequate responses. Data collection was conducted using a structured five-point Likert scale questionnaire, and the collected data was analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) with SmartPLSv3. The findings indicate that both informational justice and interpersonal justice significantly and positively impact organizational performance, corroborating previous studies. Based on these findings, it is recommended that manufacturing companies in Abuja enhance informational justice by ensuring transparent and timely communication and foster interpersonal justice by promoting a respectful and fair work environment. Implementing these strategies can lead to improved employee performance and overall organizational success.*

**Keywords:** Interactional Justice, Informational Justice, Interpersonal Justice, Organizational Performance.

## INTRODUCTION

Interactional justice, a sub-component of organizational justice, refers to the quality of interpersonal treatment individuals receive during the implementation of procedures. It includes both interpersonal and informational justice, which deal with the manner and content of the communication processes used during the execution of procedures. In the context of manufacturing companies, particularly in Abuja, the significance of interactional justice is increasingly being recognized as a determinant of employee performance and organizational effectiveness. Studies have shown that fair treatment and transparent communication can lead to enhanced job satisfaction, motivation, and productivity among employees (Colquitt et al., 2017).

The performance of manufacturing companies is significantly influenced by the employees' perception of fairness in their interactions with supervisors and management. According to Greenberg (2019), when employees perceive high levels of interactional justice, they are more likely to exhibit organizational citizenship behaviors, which contribute positively to overall organizational performance. This relationship is particularly critical in the manufacturing sector, where teamwork, adherence to procedures, and efficient communication are essential for operational success. In Abuja, where the manufacturing sector faces numerous challenges such as infrastructural deficits and competitive pressures, fostering a fair and respectful work environment can be a strategic advantage.

Empirical evidence suggests that interactional justice can mitigate negative workplace behaviors and enhance performance outcomes. For instance, a study by Ali and Birley (2020) on Nigerian manufacturing firms found that interactional justice was strongly correlated with reduced employee turnover and increased job performance. The research highlighted that employees who felt respected and well-informed by their managers were more committed to their work and less likely to engage in counterproductive work behaviors. This finding is particularly relevant for manufacturing companies in Abuja, where retaining skilled labor and maintaining high productivity levels are crucial for competitive advantage.

The implications of interactional justice for manufacturing companies in Abuja extend beyond immediate performance metrics. Interactional justice fosters a positive organizational climate that supports continuous improvement and innovation. As Okeke and Nwankwo (2022) noted in their study on organizational behavior in Nigerian firms, a culture of fairness and respect not only enhances employee morale but also

drives organizational change and adaptability. Given the dynamic business environment in Abuja, manufacturing companies that prioritize interactional justice are better positioned to navigate challenges and capitalize on new opportunities. Therefore, promoting interactional justice should be a key component of strategic human resource management in the manufacturing sector of Abuja.

The perception of fair treatment in the workplace has become a critical issue due to the failure of some organizations to adapt to rapid business changes (Wolmesjö et al., 2023). Many skilled employees are leaving their jobs because of perceived injustices, such as poor human relations and communication systems (Pimentel et al., 2018; Alam & Asim, 2019). Despite claims of adopting organizational justice strategies, firms still face low performance (Ojoh, 2017; Toro, 2021). Previous studies on organizational justice and performance, conducted in regions like Kuwait, Saudi Arabia, and Pakistan, may not be applicable to manufacturing firms in Abuja due to different cultural and economic factors (Aldaihani & Alansari, 2016; Nagggar & Saad, 2019; Andrew & Dennis, 2019). The unique socio-economic conditions, cultural influences, and organizational structures in Abuja's manufacturing companies present distinct challenges not addressed by these studies (Fapohunda, 2015).

This study aims to fill the research gap by examining the effect of interactional justice, including informational and interpersonal justice, on the organizational performance of manufacturing firms in Abuja. By understanding how employees perceive and react to different forms of justice in this specific context, managers can implement more effective justice-oriented strategies. The findings will provide valuable insights into improving organizational performance and fostering a fairer, more productive work environment amidst competitive pressures and productivity challenges faced by these companies.

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

**H<sub>01</sub>:** Informational justice does not have significant effect on the performance of manufacturing companies in Abuja.

**H<sub>02</sub>:** Inter-personal justice does not have significant effect on the performance of manufacturing companies in Abuja.

## **LITERATURE REVIEW**

### **Interactional Justice**

Interactional justice is defined as the quality of interpersonal treatment individuals receive during the implementation of organizational procedures, encompassing two key dimensions: informational and interpersonal justice. Colquitt et al. (2019) describe it as the extent to which employees feel respected, dignified, and provided with adequate explanations during procedural execution. Interactional justice focuses on the fairness of behavior by decision-makers towards others, emphasizing respectful and dignified treatment (He et al., 2017). Gupta and Singh (2021) highlight its importance in perceived fairness in interpersonal interactions, noting that informational justice involves the accuracy and completeness of information about decisions, while interpersonal justice concerns the respectful and considerate treatment by authority figures. Ribeiro and Semedo (2014) and Fujimoto and Azmat (2014) further stress that interactional justice focuses on managers' interpersonal behavior and communication, arising through both informational and interpersonal justice. Interpersonal justice requires decision-makers to be sensitive and respectful, whereas informational justice demands transparent communication about processes and decisions (Collins & Mossholder, 2017).

### **Informational Justice**

Informational Justice is defined by employees' perceptions of the fairness and transparency of the information they receive during decision-making processes (Shapiro et al., 2016). It involves providing accurate, up-to-date information to workers within an organization (Anwar & Abd, 2015) and underscores the importance of leaders presenting this information in a clear, honest, and reasonable manner (Faeq & Ismael, 2022). The concept highlights the necessity for fair information dissemination, focusing on the need for clear, detailed, and truthful communication from decision-makers (Cropanzano et al., 2015). By emphasizing the accuracy, clarity, and timeliness of information, Informational Justice significantly

influences how employees perceive organizational fairness, shaping their overall sense of equity and trust within the workplace (Rupp et al., 2017).

### **Inter-personal Justice**

Interpersonal Justice, a facet of interactional justice, focuses on how employees perceive the respect and propriety shown to them by authorities within the organization (Bies, 2014). Defined by Colquitt et al. (2013), it underscores the importance of fair treatment in interpersonal interactions, especially from those in positions of authority. This concept pertains to the fair and respectful treatment of workers, characterized by dignity, civility, and respect in interpersonal interactions within an organizational context (Anwar & Abd, 2015), for when authorities demonstrate interpersonal justice, employees feel valued and respected, significantly enhancing their overall perception of fairness in organizational interactions and decision-making processes (Rupp et al., 2017). Interpersonal Justice reflects the degree to which individuals are treated with politeness, dignity, and respect by authorities and third parties involved in executing procedures or determining outcomes (Mehmood et al., 2016). It emphasizes the quality and manner of personal treatment during decision-making processes within an organization (Aldaihani & Alansari, 2016), thereby influencing employees' sense of equity and trust.

### **Organizational Performance**

Performance, as defined by Wardani and Eliyana (2020), refers to the productivity generated by each job, measured in terms of quantity, quality, and work contribution. An integral component of performance is efficiency, which Lockwood and Ward (2013) describe as the ability to minimize unnecessary effort, resources, and expenditure. Efficiency emphasizes optimal asset utilization and time management to achieve specific organizational goals, enabling workers to accomplish more with fewer resources. Sedarmayanti (2017) expands on this by defining organizational performance as the combined result of individual employees' performance and the management processes within the organization. This comprehensive definition includes both quantitative aspects, such as the productivity of output in terms of quantity and quality, and qualitative aspects, like the effectiveness of management practices in driving organizational success.

Organizational performance, according to Richard et al. (2009), encompasses the operational capability of an organization to effectively achieve its intended outcomes and goals. Neely et al. (2014) further elaborate that organizational performance is determined by how effectively an organization leverages its available resources to meet its goals. Wang and Feng (2012) provide a dual perspective on organizational performance, highlighting both financial performance and operational performance measures. This dual focus ensures that organizational performance is not only assessed based on financial outcomes but also on the efficiency and effectiveness of its operations in achieving strategic objectives.

### **Empirical Review**

#### **Informational Justice and Organizational Performance**

Xu et al. (2023) explored the impact of informational justice on employee knowledge hiding, considering the mediation role of organizational identification and the moderating effect of justice sensitivity. Using a questionnaire survey of 250 working individuals in China, the study employed confirmatory factor analysis to ensure the validity and reliability of the constructs and used regression analyses to test the hypotheses. The results indicated that informational justice negatively correlates with evasive hiding and playing dumb behaviors, while it positively correlates with rationalized hiding behavior through the mediation of organizational identification. Additionally, justice sensitivity moderates the link between informational justice and organizational identification. However, these findings, derived from a Chinese context, may not be directly applicable to manufacturing firms in Abuja.

Khurshid et al. (2023) evaluated the effects of informational justice and interpersonal justice on organizational commitment among employees at Millat Tractors in Lahore, Pakistan. Using a structured questionnaire, data were collected from employees in the Marketing, Finance, and Assembly Plant departments. Of the 250 questionnaires distributed to officers, 225 completed responses were analyzed using SPSS. The results demonstrated that both informational and interpersonal justice significantly impact

organizational commitment. However, these findings, derived from a specific context in Pakistan, may not be directly applicable to manufacturing companies in Abuja.

Dabir and Azarpira (2016) investigated the relationship between informational justice and social capital at Islamic Azad University South Tehran Branch. This descriptive-correlational study aimed to understand functional aspects using a questionnaire for data collection. A sample of 250 participants was selected through simple random sampling, and 240 completed questionnaires were analyzed. The study employed structural equation modeling with LISREL software, revealing a positive and significant relationship between informational justice and the relational dimension of social capital among professors and clerks. Although the structural model was well-fitted and the findings were significant, they were derived from the educational sector and may not be applicable to manufacturing companies in Abuja.

### **Inter-personal Justice and Organizational Performance**

Khurshid et al. (2023) evaluated the effects of informational justice and interpersonal justice on organizational commitment among employees of Millat Tractors in Lahore, Pakistan. A structured questionnaire was utilized for primary data collection, targeting employees from the Marketing, Finance, and Assembly Plant departments. Out of 250 questionnaires distributed to officer-rank employees, 225 completed questionnaires were analyzed using SPSS. The results indicated a significant effect of both informational and interpersonal justice on organizational commitment. However, as this study was conducted in Pakistan, its findings may not be applicable to manufacturing companies in Abuja.

Leineweber et al. (2020) explored how interpersonal justice perceptions and self-rated health impact group and organizational turnover. They examined the main effects of self-rated health on turnover and its moderating influence on the relationship between interpersonal justice perceptions and turnover. Additionally, the study investigated if changes in group and organizational turnover affect subsequent interpersonal justice perceptions. Using Swedish panel data of 40,877 permanent workers over up to five consecutive time points, multilevel structural equation models were calculated. The results indicated that low interpersonal justice perceptions increase the risk of subsequent organizational turnover but not group turnover. Lower levels of self-rated health predicted group turnover but not organizational turnover. The effect of interpersonal justice perceptions on organizational turnover varied based on self-rated health, with the negative association between interpersonal justice perceptions and organizational turnover being less pronounced among those with poorer self-rated health. Furthermore, organizational turnover was positively associated with changes in interpersonal justice perceptions, while group turnover was negatively associated. However, these findings from Sweden may not be directly applicable to manufacturing companies in Abuja.

Dumbari et al. (2020) examined the relationship between interpersonal justice and employee performance in the mobile telecommunication sector in Port Harcourt. A cross-sectional survey design was employed, targeting 270 employees from five selected mobile telecommunication companies. Using the Taro Yamane formula, a sample size of 161 was determined. The reliability of the instrument was assessed using the Cronbach Alpha reliability method. Hypotheses were tested using the Spearman Rank Order Correlation with the aid of SPSS version 23.0. The results indicated a significant relationship between interpersonal justice and measures of employee commitment in the mobile telecommunication companies in Port Harcourt. However, since this study was conducted in the telecommunication sector in Port Harcourt, its findings may not be applicable to manufacturing firms in Abuja.

### **Theoretical Framework**

The Job Demands-Resources (JD-R) Model, introduced by Demerouti et al. in 2001, provides a framework for understanding employee well-being and performance by categorizing job characteristics into job demands and job resources. Job demands, such as workload and emotional stressors, lead to strain and burnout, while job resources, like support and autonomy, foster engagement and motivation. The interaction between these demands and resources impacts various organizational outcomes, including employee health, productivity, and turnover rates. High job demands can exhaust employees' resources, causing burnout, whereas job resources can motivate employees and enhance work engagement. The

model's flexibility allows it to predict both negative outcomes, such as burnout, and positive outcomes, such as work engagement, across different occupational settings (Bakker & Demerouti, 2007; Schaufeli & Taris, 2014). However, critics argue that it may oversimplify the complexities of work environments and overlook external factors such as economic conditions and organizational culture (Crawford, LePine, & Rich, 2010). Applying the JD-R Model to a manufacturing company in Abuja highlights the importance of balancing job demands and resources to improve performance. Manufacturing settings typically involve high physical labor, repetitive tasks, and production targets, which can lead to fatigue and burnout. Job resources like training, supportive management, and safe working conditions are essential to mitigate these demands and boost employee engagement and productivity. Adequate job resources can help maintain high motivation and efficiency, enhancing overall organizational performance. By investing in resources such as advanced machinery, employee development programs, and a healthy work environment, the company can foster job satisfaction, reduce turnover, and achieve sustainable growth. Implementing the JD-R Model can help the manufacturing company identify areas to enhance resources to counteract high demands, ultimately optimizing performance and maintaining a competitive advantage (Bakker & Demerouti, 2007).

## METHODOLOGY

The study adopts a survey research design, the study population comprise all staff members employed by the ten selected manufacturing companies in Abuja. The selected manufacturing companies are The Bouch Manufacturing Company LTD, G.U.Ebeco Industries Limited, Nas Group of Companies, Dangata Industries Ltd, Makasons Group Of Companies Limited, BFA Food and Health Limited, Halibiz Industries LTD, Afi-fruits Limited, Saclux Paint Limited, and Zuma Paints & Chemical Company Limited. The manufacturing companies selected are those that have more than 50 staff and above and have been in operation for more than five years. The total number of staff of the selected manufacturing companies is 898 employees, as confirmed by data obtained from the human resources departments of the respective manufacturing companies. The purposive sampling technique was adopted because the intention is to gain an insight into the effect of organizational justice on the performance of manufacturing companies in Abuja, hence the need to choose personnel who are well versed in the industry. Taro Yamane (1967) formular was used to determine the study sample size of 277, 30% was added as advice by Israel (2013) to 360 to ensure a minimum return of 277 copies of the questionnaire. The sample size distribution is shown in table 1:

**Table 1: Population and Sample Size Distribution**

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

*Source: Researcher's Computation, 2024*

Data was collected through a structure likert scale questionnaire of five point. The collected data were coded and analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) to assess both the measurement and structural models. The model of study is specified below: -

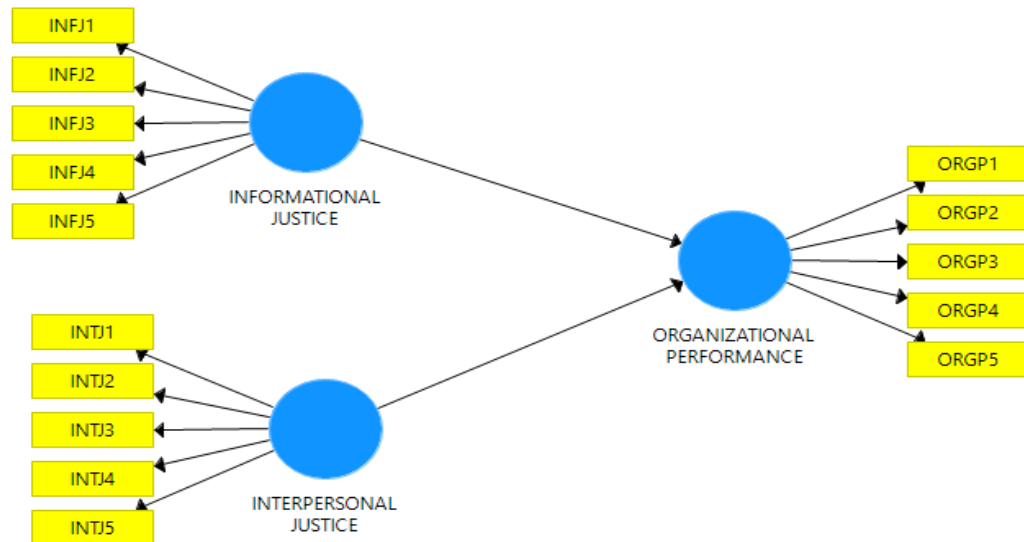


Figure 1: Model of study

## RESULTS AND DISCUSSION

A total of 360 questionnaires were distributed to employees of selected manufacturing companies in Abuja, with 303 correctly filled and returned, resulting in an 84% response rate. A preliminary assessment was conducted to ensure data integrity, which confirmed the absence of missing values, outliers, or biased responses, thereby ensuring the reliability of the collected information.

### The Measurement Model

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

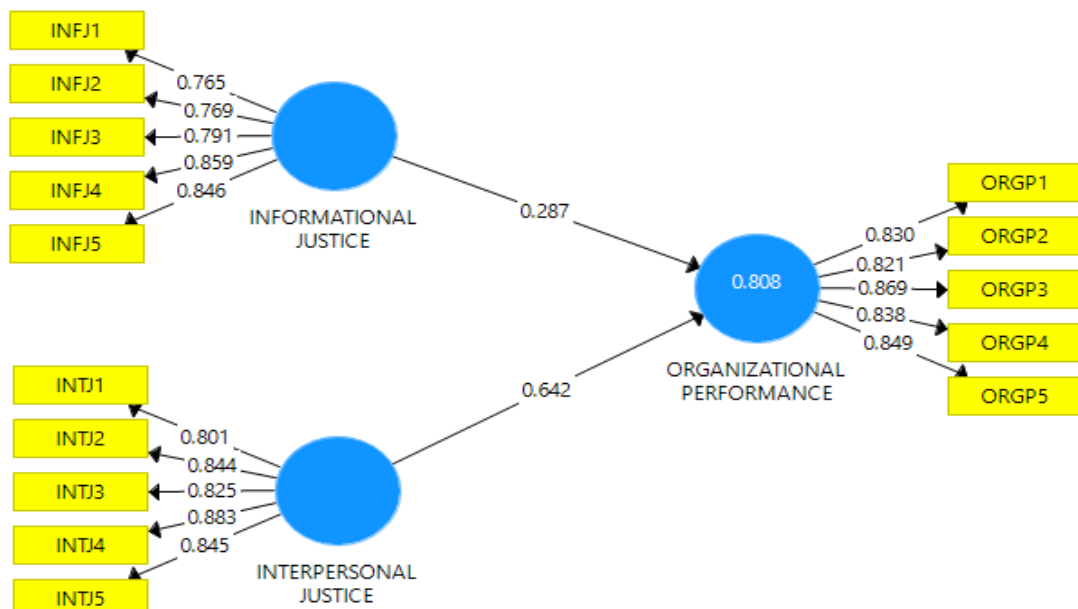


Figure 2: Indicator outer loading

**Table 2: Reliability of the Study Scale**

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Informational Justice	0.866	0.873	0.903	0.651
Interpersonal Justice	0.896	0.898	0.923	0.706
Organizational Performance	0.897	0.897	0.924	0.708

Source: Smart PLS Output 2024

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

**Table 3: Heterotrait-Monotrait Ratio (HTMT)**

	Informational Justice	Interpersonal Justice	Organizational Performance
Informational justice			
Interpersonal justice	0.545		
Organizational performance	0.713	0.456	

Source: Smart PLS Output 2024

Table 3 presents the Heterotrait-Monotrait Ratio (HTMT) values for assessing discriminant validity among the constructs of Informational Justice, Interpersonal Justice, and Organizational Performance. The HTMT value between Informational Justice and Interpersonal Justice is 0.545, indicating a moderate relationship between these constructs. The HTMT value between Informational Justice and Organizational Performance is 0.713, suggesting a stronger relationship compared to the previous pair. Finally, the HTMT value between Interpersonal Justice and Organizational Performance is 0.456, indicating a weaker relationship among these constructs. All values are below the common threshold of 0.85, demonstrating adequate discriminant validity and suggesting that each construct is distinct from the others in the study.

### The Structural Model

In assessing the structural model, the standard assessment criteria were considered which include the path coefficient, t-values, p-values and coefficient of determination ( $R^2$ ). The bootstrapping procedure was conducted using a resample 5000.

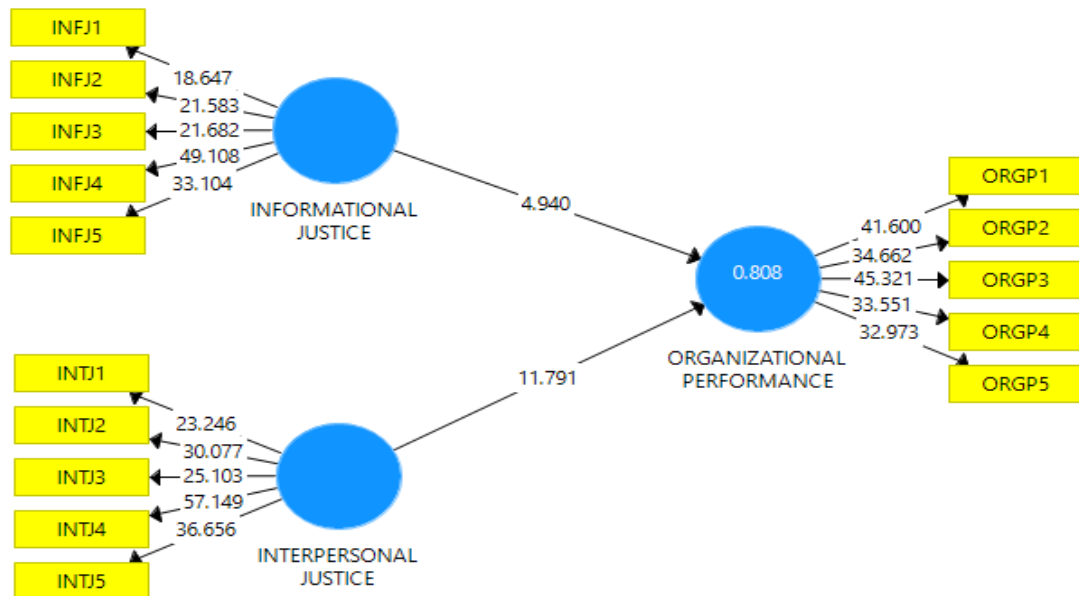


Figure 3: Path Coefficient of the regression model

Table 4: Path Coefficients

			Path Coefficients **(Beta)	T values	P- Values	Decision
Informational Justice	->	Organizational Performance	0.286	4.940	0.000	Rejected
Interpersonal Justice	->	Organizational Performance	0.642	11.791	0.000	Rejected

Source: Smart PLS Output 2024

Table 4 presents the path coefficients, T-values, and P-values for the relationships between Informational Justice and Organizational Performance, and Interpersonal Justice and Organizational Performance.

#### Test of Hypotheses

**Hypothesis H01: Informational Justice does not have a significant effect on the performance of manufacturing companies in Abuja.**

The path coefficient for the effect of Informational Justice on Organizational Performance is 0.286, with a T-value of 4.940 and a P-value of 0.000. This indicates a statistically significant positive relationship between Informational Justice and Organizational Performance. Since the P-value is well below the conventional threshold of 0.05, we reject H01, concluding that Informational Justice significantly affects the performance of manufacturing companies in Abuja. This means that higher levels of informational justice are associated with improved organizational performance.

**Hypothesis H02: Interpersonal Justice does not have a significant effect on the performance of manufacturing companies in Abuja.**

The path coefficient for the effect of Interpersonal Justice on Organizational Performance is 0.642, with a T-value of 11.791 and a P-value of 0.000. This result demonstrates a strong and statistically significant positive relationship between Interpersonal Justice and Organizational Performance. Given the very low P-value, we reject H02, indicating that Interpersonal Justice significantly impacts the performance of manufacturing companies in Abuja. Therefore, greater interpersonal justice corresponds to better organizational performance.



**Table 5: R<sup>2</sup> and Predictive Relevance**

	<b>R<sup>2</sup></b>	<b>Q<sup>2</sup> (=1-SSE/SSO)</b>
<b>Organizational Performance</b>	0.808	0.565

**Source: Smart PLS Output 2024**

Table 5 presents the R<sup>2</sup> and Q<sup>2</sup> values for the construct of Employee Commitment. The R<sup>2</sup> value of 0.808 indicates that 80.8% of the variance in employee commitment is explained by the model, suggesting a high level of explanatory power. The Q<sup>2</sup> value of 0.565, calculated as 1-SSE/SSO, demonstrates predictive relevance, as it is greater than zero. This implies that the model has good predictive accuracy for organizational performance, confirming that the constructs of informational justice and transformational justice are significant predictors of organizational performance of manufacturing companies in Abuja.

### **Discussion of Findings**

The study on the effect of interactional justice on the performance of selected manufacturing companies in Abuja reveals significant findings regarding the components of interactional justice: informational justice and interpersonal justice. The results show that informational justice significantly impacts the performance of these companies, aligning with the findings of Khurshid et al. (2023). This suggests that when employees perceive fairness in the distribution of information and believe that they are well-informed by their employers, their performance and, consequently, the overall organizational performance, improve. The importance of transparent and honest communication in enhancing employee motivation and effectiveness is thus underscored.

Additionally, the study demonstrates a strong and statistically significant positive relationship between interpersonal justice and organizational performance, corroborating the findings of Khurshid et al. (2023) and Dumbari et al. (2020). This indicates that when employees perceive fair and respectful treatment in their interpersonal interactions within the organization, their performance improves significantly. The consistency of these results with previous studies highlights the critical role of maintaining respectful and fair interpersonal relationships in the workplace. These findings emphasize the need for management to foster a culture of fairness and respect in both informational and interpersonal dealings to boost organizational performance.

### **CONCLUSION AND RECOMMENDATIONS**

The study concludes that interactional justice, encompassing both informational justice and interpersonal justice, has a significant positive effect on the performance of manufacturing companies in Abuja. The findings demonstrate that when employees perceive fairness in the information they receive and in their interpersonal interactions within the organization, their performance improves, thereby enhancing overall organizational performance. These results are consistent with previous studies, underscoring the importance of fostering a fair and respectful organizational culture.

Based on the study's findings, it is recommended that:

- i. Manufacturing companies in Abuja prioritize enhancing informational justice by ensuring transparent, timely, and accurate communication with employees. Management should invest in training programs that emphasize effective communication strategies, ensuring that employees are well-informed about organizational policies, changes, and other relevant information. This approach will not only boost employee morale and trust but also lead to improved organizational performance.
- ii. Furthermore, companies should cultivate a workplace environment that emphasizes interpersonal justice by promoting respect, fairness, and dignity in all interactions. Management should lead by example, demonstrating respectful and fair treatment of all employees, and implement policies that address and mitigate any form of unfair treatment. Regular training and workshops on interpersonal skills and conflict resolution can help maintain a positive and respectful work environment, ultimately enhancing employee performance and organizational success.

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