

Organizational Justice and Employee Performance of Agro Entrepreneurial Industries in Anambra State

¹OKONKWO, Chinelo Lynda, ²NWENE Ann Nneka & ³Prof. Stanley. A ANAH,

^{1,2&3} Department of Business Administration

Chukwuemeka Odumegwu Ojukwu University Igbariam, Anambra State, Nigeria

Abstract: The study examined the organizational justice and employee performance of Agro entrepreneurial industries in Anambra State. The researcher developed four objectives such as to Determine how Procedural justice affects employee's performance on Agro entrepreneurial industries in Anambra State; Examine the effect of distributive justice on employee's performance on Agro entrepreneurial industries in Anambra State; Investigate how interactional justice affects employee's performance on Agro entrepreneurial industries in Anambra State; Determine the extent to which informational justice affect the employee performance on Agro entrepreneurial industries in Anambra State. four research questions and four hypotheses were formulated in line with the stated objectives. Data were generated through primary and secondary sources. The method for data collection was questionnaire which was administered randomly among the staff of the Agro selected firm. The population of the study were two thousand two hundred and forty-four (2244), The sample size of the study were four hundred and thirty-two (432) this was gotten through Gorg and Ball formular, While three hundred and seventy-five (375) were retrieved. The hypotheses were tested using regression analysis method at 0.05% level of significance. The findings of the study revealed, Procedural justice has significant effect on Employee performance in Anambra state; Distributive justice has significant effect on Employee performance in Anambra state; Interactional justice has significant effect on Employee performance in Anambra state; The study recommended that Administrators should follow fair and reasonable procedures, establish a good communication system with the workers in the decision-making process and organizational relations by following the principle of organizational justice, include their ideas and rights in the communication process and ensure the participation of workers. Organizations should design some plans for considering the employees commentaries and criticisms, can provide possibility of appeal for employees and in decisions related to employees ethical standards supported and increased they incentives for better performance.

Keywords: organizational justice, employee performance, Agro entrepreneurial, Procedural justice, interactional justice, Distributive justice

1.1 Introduction

The long-term viability of a company is entirely dependent on the efforts of its personnel. Whether or not an organization is able to achieve its goals is directly related to the way its members think, feel, act, and think about things (Olayinka & Adeniyi, 2022). People are naturally drawn to events and circumstances that appear to be fair in their day-to-day lives, regardless of the context in which they occur (Elanain, 2009). Every day, workers' attitudes and behaviors are influenced by decisions made by organizations. If an individual believes the decision was unfair or biased, it might affect their attitude and behavior. Many firms are interested in the problem of fairness since the impression of unfairness can have a negative impact on job attitudes and employee loyalty to the

workplace. Individuals' perceptions and reactions to fairness in organizations are referred to as "organizational justice". In terms of race, religion, equality, culture or law, it is the philosophy that underpins the moral justification of a certain action or decision.

Organizational fairness is an important indicator of an organization's success. Equal compensation, equal opportunity for advancement, and fair hiring practices are all examples of challenges that might arise when it comes to ensuring justice in the workplace. There are three types of justice in the workplace, namely, distributive, procedural, and interactional (Elanain, 2016). It is claimed that these three components of organizational justice are interconnected and may be considered as the broad instruments of fairness (Ambrose & Arnaud, 2015). Organizational justice is an important factor, associated with the success of every organization. In an attempt to keep employees committed to the organization, the organization needs to be fair in its system regarding organizational justice (Akanbi & Ofoegbu 2016). Organizational justice perception is one of the important determinants of employees' perception of organizational commitment. This is due to the fact that employees with high perception of organizational justice tend to show positive behaviors, while those with negative perception tend to show behaviors like decreased effort and reduced commitment to their organization (Cemal, 2014). Selvitopu & Sahin (2013) argue that what is more important in an organization is an accurate perception of the organizational justice by the employees. This perception is an important feature of social interaction. Where this perception is negative, the management may have issues in motivating and directing their employees.

Organizational justice theory aids in understanding employee attitudes such as perceived organizational support (Deconik, 2010) and organizational commitment. Employees compare the treatment they receive in their place of work with the treatments that others receive, and make judgments about the level of justice in the organization in accordance with their own perceptions (Ayobami & Eugene, 2013). It is believed that these evaluations play a key role in the way members perform their organizational duties and responsibilities. Therefore, the concept of organizational justice is frequently included in studies concerning organizations and management (Bies & Tripp, 2011).

Organizational justice principles have important consequences for work organizations. This becomes relevant to human resource practitioners. It is noted that fairness is very important in individuals' everyday life particularly in job setting (Skitka, Winkvist, & Hutchinson, 2013). Managers should take actions to enhance employees' organizational commitment in an attempt to reduce employees' turnover intention with the help of distributive and procedural justice (Elanain, 2016). Organizational justice can also create immense benefits for organizations and employees including greater trust and commitment.

Organizational commitment is one of the basic activities as well as one of the ultimate goals in the efforts of organizations to maintain their existence (Yavus, 2010). The reason for this being that individuals with a high level of organizational commitment are more compatible, satisfied and productive, work with a sense of greater loyalty and responsibility and thus cost less to the organization (Uslu, and Şener, 2014)). In recent years, there has been an increase in publications relevant to organizational commitment in various occupational groups. This is evidenced by the immense literature available related to antecedents and consequences of organizational

commitment (Cho, 2017). Employees with a sense of equality and a feeling that they are rewarded fairly for their genuine contributions to the organization are satisfied (Srivastava, 2015). The reward may include multiple benefits and perks other than financial gains. Employees with high job satisfaction tend to exert higher levels of performance, productivity, commitment and retention rates, hence they were more committed to the organization, have higher retention rates and tend to have higher productivity.

Organizational justice ensures fair and even allocation of resources for assigned jobs, rewards or benefits and even punishments to employees. Further, organizational justice assures equal and equitable allocation of facilities across the departments and branches of organizations. However, there seems to be a steady increase in injustice or unfairness in the apportionment of benefits, punishment and facilities in Nigerian organizations. This is evident in the transfer, promotion, reward and retention by connection that has imbued the subsector. Several reasons have been adjudged for the aforementioned injustices. These include corruption, job insecurity, lack of integrity, sentiment, “IM – Ima Mmadu” and nepotism on the part of the leaders. Consequently, there seems to be an unprecedented increase in age “eye service”, lack of commitment, indiscipline, stealing of organizational products and property, and poor quality work on the part of employees seeking for rewards. It is against this backdrop that the study examines the impact of organizational justice and employee performance, of Agro entrepreneurial industries in Anambra State.

1:2 Objectives of the study

The main objective of the study is to examine organizational justice and employee performance of Agro entrepreneurial industries in Anambra State. Specifically, the study seeks to:

1. Determine how Procedural justice affects employee’s performance on Agro entrepreneurial industries in Anambra State.
2. Examine the effect of distributive justice on employee’s performance on Agro entrepreneurial industries in Anambra State
3. Investigate how interactional justice affects employee’s performance on Agro entrepreneurial industries in Anambra State
4. Determine the extent to which informational justice affect the employee performance on Agro entrepreneurial industries in Anambra State.

1.3: Hypotheses

The following null hypotheses have been formulated to guide the study and provide answers to the research questions.

1. H₀₁: Procedural justice has no significant positive effect on employee’s performance of Agro entrepreneurial industries in Anambra State
2. H₀₂: Distributive justice has no significant positive effect on employee’s performance of Agro entrepreneurial industries in Anambra State
3. H₀₃: Interactional justice has no significant positive effect on employee’s performance of Agro entrepreneurial industries in Anambra State
4. H₀₄ Informational justice has no significant effect on employee’s performance of Agro entrepreneurial industries in Anambra State.

REVIEW OF RELATED LITERATURE

2.1 Theoretical Framework

Justice Judgment Theory

According to Leventhal (1980), individuals attempt to make fair allocation decisions by applying several possible allocation rules to the situations they confront. In his justice judgment theory, Leventhal describes how people proactively employ justice norms to rationalize administrative decision-making in resource allocation and introduces six measures of procedural justice. These include consistency across people and time, free from bias, accuracy of information used in decision making, existence of some mechanism to correct flawed decisions, conforming to standards of ethics and morality and inclusion of opinion of various groups involved in the decision process.

According to the model, individuals evaluate allocation procedures used by decision-makers based on the situation, in effect proactively employing various justice norms such as equity, needs, and equality (Leventhal, 1980). Skarlicki and Folger (1997), explain the consequences of procedural justice. They argue that individuals accept responsibility for their problems if they perceive that fair procedures were used to arrive at decision outcomes. However, if they perceive that procedures used by the organization are unfair, individuals may show anger and resentment and consequently enter into retaliating behaviours. According to Cropanzano *et al.*, (2007), employee perceptions of fairness in treatment and procedures enhances their commitment and desirability of long term ongoing relationship with the organization. Also, procedural justice is expected to increase perceptions of organizational support, which, in turn, increase organizational commitment (Cropanzano *et al.*, 2007).

This theory if applied in the day to running process of the organization will bring about consistency across people and time, rid the organization of bias, lead to accuracy of information used in decision making, bring into existence some mechanism to correct flawed decisions, conforming to standards of ethics and morality and inclusion of opinion of various groups involved in the decision process.

2.2.1 Empirical Review

Edeh, Edeoga, Ugboego, Adama, Oketa, & Ukamaka, (2021) examined the effect of organizational justice and human resource retention: role of leadership consideration. The role that leadership consideration plays on the effects of organisational justice on human resource retention has not been widely researched, even though, leadership had predicted the retention of employees in the workplace. It is based on this premise that this study investigated the moderating role of leadership consideration on the effects of organisational justice on human resource retention in Nigerian public universities using cross-sectional design. Multiple Linear Regression and Pearson Partial Zero-Order Correlation results revealed that leadership consideration (LC) moderates the relationship between organisational justice (OJ) and human resource retention (HRR). It was concluded that leadership consideration is an instrument for improving organisational justice and human resource retention through the implementation of direct compensation, flexible working arrangements and promotion in the workplace. One of the recommendation of this study is that National University Commission (NUC); the watch dog, policymaker and regulator of universities in Nigeria should ensure that promotion guidelines for academic staffs are uniform across all the universities in Nigeria, as this will bring fairness in the university system.

Sholesi, & Adeniyi, (2022) examined organizational justice and employees' job commitment in beloxxi Industries Limited. Employees' job dedication has been negatively impacted by a steady rise in organizational unfairness. Employees' engagement in Beloxxi Industries Limited was assessed in this study in light of organizational fairness. To get a sense of what people thought, the researchers used a descriptive research design and a random sampling approach. Two hundred and four of the two hundred and forty-eight questionnaires that Beloxxi industries Limited sent out were properly filled out. Using SPSS (21.0) software, regression and factorial analysis were adopted to test five hypotheses in this study. The study found that employees are more likely to stay in their jobs if they feel they are treated fairly in the workplace. According to the findings of the study, there is a 45.1 percent correlation between the three organizational justice components (distributive, procedural, and interactional justice) and employee work commitment. However, it was shown that the most important factor affecting employees' dedication to their jobs is distributive justice. Employers should implement a fair method for determining employment decisions, as well as appropriate resource allocation and transparent communication, according to the study's recommendations.

Soyemi, and Oloyede, (2022) investigated the influence of organizational justice on turnover intentions of librarians in universities in South-West, Nigeria. The study adopted the survey research design. Four hundred and twelve librarians from fifty-three (53) universities in South-West, Nigeria made up the study's population. Multistage stratified random sampling technique was employed in selecting a sample size of two hundred and three (203). Data was collected through the distribution of validated questionnaires, with a 98.5% response rate. Data were analyzed using descriptive and inferential statistics. Findings from this study revealed that organizational justice ($F(2, 196) = 178.318$, $\text{Adj.}R^2 = .503$, $P \leq .05$) significantly and positively influence librarians' turnover intentions in South-West, Nigeria, accounting for up to 50.3% ($R^2 = .503$) variance in influence on librarians' turnover intentions. However, despite the high degree of organizational justice across university libraries in South-West Nigeria, there exists a high level of turnover intentions ($\bar{x} = 3.43$, $SD = 1.10$) on a 5-point scale. It is therefore expedient for university management and library administrators to maintain and improve all dimensions of organizational justice while further study is suggested to find out other determinants of the high turnover intentions among librarians in South-West, Nigeria

Rahman, & Karim, (2022) investigated the mediating role of work engagement between the four dimensions of organizational justice (OJ) and organizational citizenship behavior (OCB) dimensions. The current literature appears to have overlooked the mediating role of work engagement (WE) in the link between justice and organizational citizenship behavior (OCB) in higher education institutions (HEIs). As a result, it appears to be one of the primary studies of its kind to investigate the relationship between OJ dimensions (i.e., procedural, distributive, informational, and interpersonal justice) and OCB dimensions (i.e., OCBI and OCBO) through WE. Data were collected from 121 faculty members from ten private universities operating in Bangladesh. The PLS-SEM was employed to investigate hypotheses. The investigation found OJ is positively connected to WE. Besides, WE is significantly related to OCB. Moreover, WE mediated the relationship between OJ dimensions and OCB dimensions, except for the relationship between PJ and OCB dimensions. The study provides necessary guidelines for the organizations regarding how they might improve citizenship behavior by ensuring justice and engagement in the workplace. Therefore, the application of the findings might ensure better employee outcomes and organizational productivity.

Agu (2020) addressed the relationship between procedural justice and employee engagement in food and beverage manufacturing firms in Rivers State, Nigeria. The study adopted a cross sectional survey research design. Primary data was collated using self-administered questionnaire. The population for this study was 1614 employees from the 6 registered food and beverage companies in Rivers State listed on the Manufacturers Association of Nigeria (MAN) 2018 Rivers/Bayelsa directory. A sample size of 134 was determined using the Taro Yamen sample size formula. The reliability of the instrument was achieved by the use of the Cronbach Alpha coefficient with all the items scoring above 0.70. The hypotheses were tested using the Spearman Rank Order Correlation with the aid of the Statistical Package for the Social Sciences version 23.0. The study findings revealed that there is a significant relationship between procedural justice and employee engagement in food and beverage manufacturing firms in Rivers State. The study recommended that food and beverage manufacturing firms should adopt and emphasise on clarity in procedures and protocols concerned with events or functions such as salary payments, career growth, transfers e.t.c, was imperative. Organizations should be transparent and detailed in line with their decisions and their intent towards their staff.

Zehir, & Yildirim, (2015) determined the effect of three dimensional organizational justice perceptions on employees' individual and firm performance in transformational leadership context. As a result of the research, it is found that not only distributive justice perception of employees' in insurance companies has a positive effect on individual performance but also on firm performance. Also, applications in transformational leadership style have a considerable positive impact on organizational justice perception. Besides, no evidence could be reached that shows positive impact of transformational leadership applications on individual and firm performance of employees in this research.

Imamoglu, Huseyin Turkcan, & Atakay, (2022) investigated the relationships among organizational justice, organizational commitment, knowledge sharing, and firm performance. By using the survey data from a sample of 211 responses, our results suggest that organizational justice affects organizational commitment, knowledge sharing, and firm performance. The human factor plays the most important role in maintaining the existence of organizations. Therefore, emotions, attitudes, motivations, and behaviors of the employees are critical for firms. Organizational commitment enables employees to fulfill their responsibilities with motivation and even voluntariness in line with the aims and objectives of the organization. For this reason, it is very important for firms to have employees with organizational commitment in terms of achieving organizational goals. One of the main determinants of organizational commitment is organizational justice. Moreover, organizational commitment influences knowledge sharing and firm performance. It is also found that knowledge sharing affects firm performance.

Moges, & Amentie, (2022) assessed the effect of organizational justice on organizational performance with mediating variables of organizational commitment and job satisfaction. This study used 25 reputable research articles which are more related to the title "organizational justice on organizational performance with mediating variables of organizational commitment and job satisfaction". Positive perception of employees in relation to organizational justice is a significant antecedent to employees' job satisfaction, which in turn mediated the relationship between justice perceptions and organizational performance. Intrinsic and extrinsic job satisfaction has a positive and significant effect on organizational commitment. But some findings show that procedural and interactional justice has no significant impact on employee performance and the relationship of

organizational justice to work performance was mostly indirect, mediated by organizational commitment. Organizational justice and organizational commitment have generally confirmed a positive relationship, and organizational commitment mediates the relationship between organizational justice and organizational performance significantly.

Goodfaith, Anetoh, Obiezekwem, & Eboh, (2021) examined the effect of organizational justice on employee performance of government owned polytechnics in Anambra State of Nigeria. Relevant literature on organizational justice as well as employee performance was reviewed under conceptual, theoretical and empirical review. The work was anchored on justice judgment theory. A descriptive survey research design method was adopted. The target population of the study comprised 3251 employees of the government owned polytechnics in Anambra State. The sample size was 356. The sampling technique employed was a convenient sampling strategy. The structured questionnaire was used to source data from the respondents. The researcher distributed three hundred and fifty six copies of the questionnaire but only two hundred and ninety-three valid copies were retrieved and used for the analysis. Multiple regression analysis statistical technique was used to test the hypotheses formulated to guide the study. The findings of the study revealed that procedural justice has a significant effect on employee performance of government owned polytechnics in Anambra State. It also showed that distributive justice has a significant effect on employee performance. The study also discovered that interactional justice has a significant effect on employee performance. The study recommended that management should continue to follow normal procedures and also establish good communications system with the employees especially in the decision-making process as well as organizational relations by following the principle of organizational justice. The study concluded that management efforts to increase employees' performance should be focused on relating to employees with dignity, respect and stateliness especially through leader-subordinate relations

Unaam, & Unaam, (2021) examined the relationship between organizational justice and employee commitment in the Port Harcourt Area Command of the Nigeria Police Force. Distributive justice was the dimension of organizational justice considered in this study. Affective, normative and continuance commitment were used as measures of employee commitment. The study adopted a cross-sectional survey research design. The primary source of data was a structured self-administered questionnaire. The population of this study consists of Senior Police officers from the rank of Assistant Superintendent of Police (ASP) and above, and the other ranks made up of Inspectors and Non-Commissioned Officers (NCOs) working in the twenty-seven (27) Police Divisions distributed in four (4) Local Government Areas of Rivers State, Nigeria which has a total staff strength of 14,886. Due to the large size of the population, the Taro Yamane Sample Size determination techniques were used to determine the sample size of 390 employees, which were selected through stratified random sampling. Internal reliability of the instrument was achieved through the Cronbach Alpha coefficient with items being above 0.70. The Spearman Rank Order Correlation tool was used for hypothesis testing. The study findings revealed that there is a significant relationship between organizational justice and employee commitment in the Port Harcourt Area Command of the Nigeria Police Force. The study recommends the Nigeria Police should.

Yusuf, Usman & Halima (2022) examined the effect of organizational justice on employee job satisfaction.. Job satisfaction and organizational justice are critical aspects of the HRM function

of every organization that need diligent consideration if employees are to go over and beyond in the discharge of their duties to ensure continuous organizational effectiveness. Although job satisfaction is a very complex and multifaceted concept that is influenced by a wide range of variables that are related to individual, social, cultural, organizational and environmental factors. This study using the three-factor model of organizational justice seeks to ascertain the effect of organizational justice on job satisfaction in a manufacturing company in the Lekki Free Trade Zone (LFTZ) area of Lagos, Nigeria. The convenience sampling method was adopted to gather data using a Likert scale-based questionnaire, sent to 40 staffs of the organization out of a population of 258 employees. The response rate was 60% and the data was analyzed using Smart PLS 3.3. The study findings revealed that distributive justice had the greatest impact on job satisfaction while procedural justice had a moderate effect and interactional justice had the least effect; this provides an insight to the management of the organisation and others within and outside the LFTZ area on the way to go to improve employee job satisfaction.

METHODOLOGY

The research design that was adopted in this study will be the survey design, Personal observation, interview and questionnaires were used in this study to seek clarifications and convenience on the part of the respondent given schedules. The sources of data in this study were comprised of the primary and secondary sources. The population of interest therefore comprised all Agro entrepreneurial firms in Anambra state. However the total Number of staff in that organization is 2244. The sample size of 432 was determined using the Borg & Gall formular of (1973). The researcher adopted purposive sampling. Purposive sampling enables the researcher to choose at respondents that would be of interest to the study while the stratified random sampling permits each of the different respondents in the states to be selected without bias. The instrument use for data collection was questionnaire. Statistics such as frequency count and percentages were used in the analysis of research questions while research hypotheses will be tested using correlation analysis and simple regression analysis. The research hypotheses will be tested at 0.05 level of significance. Analysis will be carried out with the aid of Statistical Package for Social Sciences (SPSS).

DATA PRESENTAION AND ANALYSIS

The data gathered from the distributed questionnaire were presented in tables of frequency and percentages as well as that multiple regression and descriptive statistics. A total of 432 copies of questionnaire were distributed to respondents across the selected institution. Out of this number, 375 were returned. However the returned questionnaire are used for the analysis .

4.1 Demographic characteristics of Respondent

4.1.1 SEX

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	MALE	271	71.3	72.4	72.4
	FEMALE	104	27.2	27.6	100.0
	Total	375	98.4	100.0	

Source: SPSS Version 21, 2023

The above table reveals that the two hundred and seventy-one (271) of the respondents which represents 72.4% were male respondents, while one hundred and four (104) respondents which represent 27.2% were female respondents. By implication, male respondents were more than female respondents by 44.8% in our selected population sample for this study. The implication of this is to enable us to know the number of female and male that successfully returned their questionnaire

4.1.2 CATEGORY OF RESPONDENTS

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SENIOR STAFF	246	64.8	65.8	65.8
	JUNIOR STAFF	129	33.7	34.2	100.0
	Total	375	98.4	100.0	

Source: SPSS Version 21, 2023

The above table reveals that the two hundred and forty-six (246) of the respondents which represents 65.8% were senior staffs, while one hundred and twenty-nine (129) respondents which represent 34.2% were junior staffs. By implication, senior staffs were more than junior staffs in our selected population sample for this study. The implication of this is to enable us to know the category of the respondents that successfully returned their questionnaires.

4.1.3 AGE BRACKET OF THE RESPONDENTS

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 18-25 YEARS	68	17.8	18.0	18.0
26-35 YEARS	125	33.2	33.7	51.7
36-45 YEARS	152	39.7	40.3	92.0
46-ABOVE	30	7.8	8.0	100.0
Total	375	98.4	100.0	

Source: SPSS Version 21, 2023

The table above shows that respondents whose age bracket falls between 18-25 yrs were sixty-eight (68) which represent 18 percent. This is followed by those with age bracket of 26-35 years with one hundred and twenty-five (125) which represents 33.7%. Also those within age bracket of 36-45yrs were one hundred and fifty-two (152) which represents 40.3%. Lastly, those with age bracket of 46-above with thirty respondents which represent 8%. The implication of this age distribution is to enable us to check if the questionnaire was directed to the right age group

4.1.4 WORK EXPERIENCE OF THE RESPONDENTS

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid BELOW 5 YEARS	150	39.9	40.6	40.6
6-10	191	49.9	50.7	91.2
11-20 YEARS	17	4.4	4.5	95.8
21 YERAS AND ABOVE	16	4.2	4.2	100.0
Total	375	98.4	100.0	

Source: SPSS Version 21, 2023

The table above shows that one hundred and fifty (150) respondents which represent 40.6 percent have work experience below five years; one hundred and ninety-one (191) which represents 50.7% have work experience of 6-10yrs. Again, seventeen respondents (17) which represents 4.5% have work experience of 11-20yrs. Lastly, sixteen respondents (16) which represent 4.2% have work experience of 21yrs-above.

4.2 Descriptive Statistics

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
EP	375	1.00	2.00	1.3491	.47740
PJ	375	1.00	3.00	1.6065	.62268
DJ	375	1.00	4.00	2.5651	.74505
INTJ	375	1.00	5.00	3.0325	1.18677
INFJ	375	1.00	4.00	2.0976	.99819
Valid N (listwise)	375				

Source: Researcher's Summary of Descriptive Statistics SPSS

The summary of descriptive statistics above shows that the average mean of the employee performance (EP) in Anambra is about 1.3491. The average mean of Procedural justice (PJ) is 1.6065, while averages mean of Distributive Justice (DJ) is 2.5651, Interactional Justice (INTJ) is 3.0325 and Informational Justice (INFJ) is 2.0976 in the above table. The standard deviations of these measures of determinants are .47% for Employee performance (EP), .62% for Procedural justice (PJ), 74% for Distributive Justice (DJ) 1.18% Interactional Justice (INTJ) and Informational Justice (INFJ). The values of the standard deviations indicated that there is wide spread in the performance of firms in Anambra state

This is more with economic and technological environment. This is also evident in the wide gap between the maximum and minimum values. For example, the maximum value of manufacturing performance is 2.0 while the minimum is 1 with difference of 1. Similarly, the maximum of prioritization is 3 while the minimum is 1. Finance also varied over time. For instance, finance is 4 while its minimum value is 1 with differences of 3. These performance variations are rather on the high side. Political value is 4 while its minimum is 1 with difference of 3. The wide variation over time indicates high level of effective decision making which affects the manufacturing performance.

4.3 Presentation of Regression Result

ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	25.149	4	6.287	40.530	.000 ^b
Residual	51.656	371	.155		
Total	76.805	375			

a. Dependent Variable: ORP

b. Predictors: (Constant), EE, TCE, FE, POE

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
	B	Std. Error	Beta			Lower Bound	Upper Bound
(Constant)	1.551	.153		10.111	.000	1.249	1.853
PJ	.279	.036	.364	7.761	.000	.350	-.208
DJ	.190	.031	.296	6.112	.000	.129	.251
INTJ	.058	.021	.145	2.836	.005	.099	-.018
INFJ	.030	.024	.063	3.267	.006	.077	.017

a. Dependent Variable: ORP

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.572 ^a	.627	.619	.39386	.327	40.530	4	371	.000	1.758

a. Predictors: (Constant), EE, TCE, FE, POE

b. Dependent Variable: ORG

Interpretation of the Result

The Coefficient of determination otherwise known as the goodness of fit explains the percentages, proportion or total amount of variations in the dependent variables as a result of changes in the independent variables included in the model. This portrays the usefulness or rather the significance of the regression. The closer its values are to 1 the better the fit since the value is usually 0-1.

From our regression result, R^2 is 63%. This implies that the independent variables can explain about 63% of the variable in the dependent variable, leaving the remaining 47% which would be accounted for by other variable outside the model.

The F- statistics: This is used to test for the overall significant of the model. . From the result in table 4.4 above, our computed value of F- statistics are 40.530, while the probability is 0.000000. Since the probability of the F- statistics in the computed output is less than the desired 0.05 level of significance, we accept and state that there is a significant relationship between the variable of the estimate and that of the dependent variable

A’priori Criteria: This is determined by the existing business theories; it also indicates the signs and magnitude of the business parameter under review. In table 4.4 above, we find out that Procedural justice (PJ) has a positive sign given its value as 0.279; this implies that a unit increase

in Procedural justice (PJ) increases the employee's performance by 27%, this conform to the a' priori expectation. Distributive justice (DJ) has a positive sign and its value is 0.190; this implies that a unit increase in Distributive justice (DJ) increases the firm performance by 19%, this also conforms to theoretical expectations. Interactional Justice (INTJ) has a positive sign and its value as 0.058; this implies that a unit increases in Interactional Justice (INTJ) increase the firm performance by 5%; this conforms to a' priori expectation. Lastly it was observed that Informational Justice (INFJ) has positive sign and its value as 0.030, this implies that a unit increase in Informational Justice (INFJ) increases employee's performance in entrepreneurial industries Anambra state.

T- Statistics: This is carried out to measure the significance of individual explanatory variables in the model that is to find out the significant influence of explanatory variables on the dependent variables at chosen level of significance. It was discovered that Procedural justice (PJ) is statistically significant at 5% level, it is highest among all (7.761), and this implies that it contributes significantly to employee's performance in Agro entrepreneurial industries Anambra state.

Distributive justice (DJ) is positively significant at 5% level. This implies that it is one of the determining factors of firm performance as it contributes positively to employee's performance in entrepreneurial industries in Anambra state. Interactional Justice (INTJ) is also positively significant lastly Interactional Justice (INTJ) has no significant impact on employee performance in entrepreneurial industries Anambra state

Test for autocorrelation: This is used test whether errors corresponding to different observation are uncorrelated. If the value of the durbin-watson from the regression result is close to 2 no autocorrelation in that regression result, but if it deviates significantly then there is autocorrelation. The Durbin-Watson statistic (D.W) of 2 reveals no autocorrelation in the models. Hence, the result is good for business analysis because the Durbin Watson result is 1.7

4.4 Hypotheses Testing

Hypothesis One

The hypothesis formulated in chapter one of this study have to be verified in order to find out the validity or otherwise of such proposition. The research hypothesis is based on relevant statistics from the regression result which is tested on the basis of quantitative statistical analysis in this study.

Ho: Ho1: Procedural justice has no significant positive effect on employee's performance of Agro entrepreneurial industries in Anambra State.

Drawing inference from our regression result in table 4.4 above, we found that the value of procedural justice is 7.761, while its probability is 0.000, this shows that direct employees' participation is positively significant. Furthermore since its probability (0.000) is less than 0.05% level of significance, we reject the null hypothesis (H0) and accept alternative hypothesis (H1) which says that Procedural justice has significant positive effect on employee's performance of Agro entrepreneurial industries in Anambra State.

Hypothesis Two

Ho: H0₂: Distributive justice has no significant positive effect on employee's performance of Agro entrepreneurial industries in Anambra State

From table 4.4 above, we find out that computed value for distributive justice is 6.112 while it's probability is 0.00 this shown that the distributive justice is positively significant at 5% level of significant. Based on this analysis we accept (H_i) and reject (H_o), which implies that Distributive justice has no significant positive effect on employee's performance of Agro entrepreneurial industries in Anambra State

Hypothesis Three

H0₃: Interactional justice has no significant positive effect on employee's performance of Agro entrepreneurial industries in Anambra State.

From table 4.4 above, we find out that computed value for Interactional justice is 2.836 while it's probability is 0.000 this shown that the Multitasking is statistically significant at 5% level of significant. Based on this analysis we accept (H_i) and reject (H_o), which implies that Interactional justice has no significant positive effect on employee's performance of Agro entrepreneurial industries in Anambra State

Hypothesis Four

H0₄ Informational justice has no significant effect on employee's performance of Agro entrepreneurial industries in Anambra State.

Drawing inference from our regression result in table 4.4 above, we found that the value of Informational Justice is 3.267, while its probability is 0.007, this shows that Informational Justice is positively significant. Furthermore since its probability (0.007) is greater than 0.05% level of significance, we reject the alternative hypothesis (H₁) and accept null hypothesis (H₀) which says that Informational justice has no significant effect on employee's performance of Agro entrepreneurial industries in Anambra State.

CONCLUSION AND RECOMMENDATION

5.1 Conclusion

The basic objective of this study is to critically and empirically examine the effect of organizational justice and employee performance of Agro entrepreneurial industries in Anambra State. In this sense, the organizational justice and employee performance was examined; also the extent to which organizational justice affects the employee performance was ascertained.

To ascertain the theoretical validity of this study, existing literatures on the opinion of many scholars concerning what organizational justice and its link with employee performance in Nigeria

were adequately employed and reviewed and through this means it was discovered that organizational justice grossly affects employee performance

The analysis was done through the use of correlation analysis and simple regression analysis using SPSS statistical package version 2023. The hypotheses of study were tested individually to know the contributing effects of the selected variables on employee performance. Meanwhile the result of the estimates stated in chapter four reveals the following.

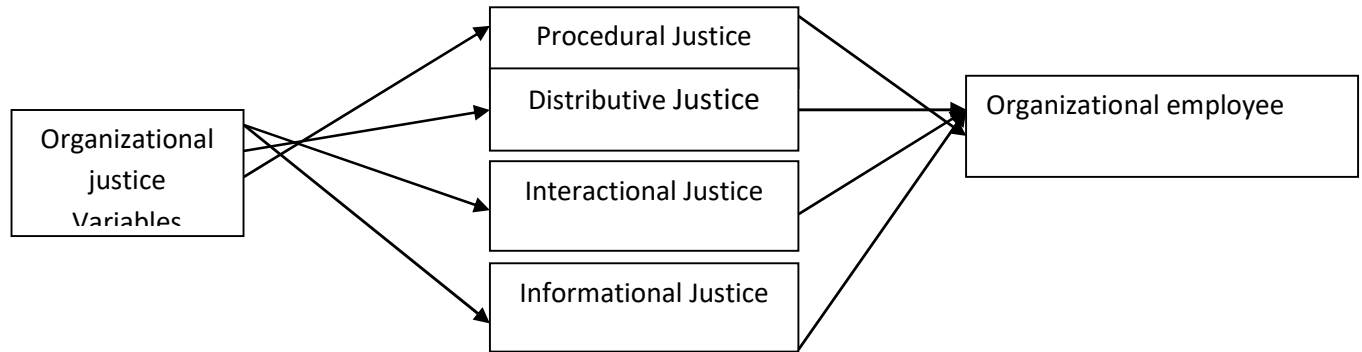
- i. Procedural justice has significant effect on Employee performance of Agro entrepreneurial industries in Anambra State.
- ii. Distributive justice has a positive and significant effect on Employee performance of Agro entrepreneurial industries in Anambra State.
- iii. Interactional justice has a positive and significant effect on Employee performance of Agro entrepreneurial industries in Anambra State.
- iv. Informational justice has a positive and significant effect on Employee performance of Agro entrepreneurial industries in Anambra State.

5.2 Recommendations

- i. Administrators should follow fair and reasonable procedures, establish a good communication system with the workers in the decision-making process and organizational relations by following the principle of organizational justice, include their ideas and rights in the communication process and ensure the participation of workers.
- ii. Organizations should design some plans for considering the employees commentaries and criticisms, can provide possibility of appeal for employees who feel treated them unfairly, and in decisions related to employees ethical standards supported and increased they incentives for better performance.
- iii. Organizational managers and supervisors must begin to view their functions and actions as messages and communications that have undertone for modeling employees' fairness perception.
- iv. Employers looking for exceptional performance in terms of efficiency and effectiveness should treat employees fairly and appropriately, which will in turn result in transcending the demands of formal job requirements to extra-role behaviors.

5.3 Contribution to knowledge

Graphical Illustration of Contribution to Knowledge, Indicating the Variables



Suggestions for Further Studies

Due to limited time and resources, this study was restricted to only Anambra state. It is important for further studies to be carried out across the country for a broader perspective on the relationship between organizational justice and organizational performance. A replication of this study in other contexts like the public sector would demonstrate the significance of organizational justice and organizational performance and organizational performance in general.

Future researchers would further review existing literature on relation between organizational justice factors and organizational performance. This would enable them identify more organizational justice factors not covered in this study for insight

References

- Akanbi, k., & Ofoegbu, O. (2016). Impact of perceived organizational justice on organizational commitment of a food and beverage firm in Nigeria. *International Journal of Humanities and Social Science*, 3(14), 207-218.
- Akintayo, D. I. & Ayodele, O.A.(2012). Organizational justice and behaviour of human, *Academy of Management Perspectives* 2007; 21: 34–48.
- Ambrose, M.. (2015). The role of overall justice judgments in organizational justice research: a test of mediation. *Journal of Applied Psychology*, 94(2), 491–500.

- Bies, R. J., & Tripp, T. M. 1996. Beyond distrust: "Getting even" and the need for revenge. In R. M. Kramer &
- Cemal, A. (2014). The effect of organizational justice and organizational cynicism on the organizational commitment: An Application in Primary Education Institutions. *Mevlana International Journal of Education*, 4(3), 48-68.
- DeConinck, J. B. (2010). The effect of organizational justice, perceived organizational support, and perceived supervisor support on marketing employees' level of trust. *Journal of business research*, 63(12), 1349-1355
- Edeh, F.O, Edeoga, G, Ugboego, C.A, Adama, L Oketa, C.E & Ukamaka, A.N (2021). Organisational justice and human resource retention: role of leadership consideration. *Gusau International Journal of Management and Social Sciences, Federal University, Gusau*, 4 (2), 56-77
- Elanain, H. (2009). Job characteristics, work attitudes and behaviors in a non-western context: Distributive justice as a mediator. *Journal of Management Development*, 28 (5), 457 – 477
- Goodfaith N. D., Anetoh, J.C, Obiezekwem, C.J & Eboh, S.O (2021). Organisational Justice and Employee Performance of Government Owned Polytechnics in Anambra State of Nigeria. *Journal of Business and African Economy* Vol. 7 No. 1
- Greenberg J. A (2012) Taxonomy of organizational justice theories. *The Academy of resource in industrial organizations in South-West Nigeria. Global Advanced Research Journal of Management and Business Studies*. 1(6) 201-209
- Greenberg, J. (2012). the social side of fairness: interpersonal and informational classes of organizational justice. *Justice in the Workplace: Approaching Fairness in Human Resource Management*, (4), 79–103.
- Gupta, V., & Kumar, S. (2012). Impact of performance appraisal justice on employee engagement: A Study of Indian Professionals. *Employee Relations*, 35(1), 61–78.

- Hammer T. & Avgar A. (2005). The Impact of Unions on Job Satisfaction, Organizational Commitment, and Turnover. *Journal of Labour Research*, 26(2).
- He, H., Zhu, W., & Zheng, X. (2013). Procedural justice and employee engagement: roles of organizational identification and moral identity centrality. *Journal of Business Ethics*, 1–15.
- Imamoglu, S.Z, Huseyin I. Turkcan, H & Atakay, B (2022). The effect of organizational justice and organizational commitment on knowledge sharing and firm performance. *3rd World Conference on Technology, Innovation and Entrepreneurship (WOCTINE)*
- Leventhal, G. S. (1980). What should be done with equity theory? New approaches to the study of fairness in social relationships. In K. Gergen, M. Greenberg, & R. Willis (Eds.), *Social exchange: Advances in theory and research* (pp. 27-55). New York: Plenum.
- Ngozi, A. (2020). Procedural justice and employee engagement in food and beverage manufacturing firms in Rivers State, Nigeria. *The Strategic Journal of Business & Change Management*, 7(1), 180 – 193.
- Rahman, M.A & Karim, D.N (2022). Organizational justice and organizational citizenship behavior: the mediating role of work engagement. *Dutse International Journal of Social and Economic Research* 6, (2) 45-67
- Selvitopu, A. & Sahin, H. (2013). The Relationship between organizational justice perceptions and organizational commitment Levels of Secondary School Teachers. *Journal of Kırsehir Education Faculty (KEFAD)*, 14(2), 171-189
- Sholesi, O.Y & Adeniyi, A.O (2022) Organizational justice and employees' job commitment in beloxxi Industries Limited Agbara, Ogun State, Nigeria. *Journal of accounting and management* 12 (1) 34-56
- Soyemi, O.D. and Oloyede, O. E. (2022) organisational justice as correlate of turnover intentions among academic librarians in south -west, nigeria" *Library Philosophy and Practice* (e-journal). 7186.
- Srivastava, U. (2015). Multiple Dimensions of Organizational Justice and Work-Related Outcomes among Health-Care Professionals. *American Journal of Industrial and Business Management*, 5, 666-685.

T. Tyler (Eds.), *Trust in organizations*: 246-260. Thousand Oaks, CA: Sage.

Unaam, A O. & Unaam, A. O.(2021). Organizational justice and employee commitment in the port Harcourt area command of the Nigeria police force. *Saudi Journal of Business and Management Studies*. 5 (9) 34-55

Yavuz, M. (2010). The effects of teachers' perception of organizational justice and culture on organizational commitment. *African Journal of Business Management*, 4(5), 695-701.

Yusuf, A.A, Usman K.N & Halima S.(2022). the effect of organizational justice on employee job satisfaction. *International Journal of Management, Social Sciences, Peace and Conflict Studies* 5 (2) 223-234

Zehir, C & Yildirim, G (2015) effect of organizational justice perception of employees on individual and firm performance in transformational leadership. *Journal of Global Strategic Management* 9 (2) 51-67