

Effect of Organizational Justice on Job Satisfaction of Academic Staff of Kaduna State Tertiary Institutions

¹Yusuf Emmanuel Gwanyo, ²Emmanuel Beatrice Yusuf, ³Markus Talatu & ⁴Bawa Ugah Ambi

^{1,3&4}*Business Education Department, Kaduna State College of Education, Gidan Waya*

²*Social Science and Humanities, Kaduna State College of Education, Gidan Waya*

Article DOI: 10.48028/iiprds/ijiraet.v3.i1.10

Abstract

This study examined the effect that organizational justice has on job satisfaction of academic staff of Kaduna State tertiary institutions. A cross-sectional research design and questionnaire method were employed, with 372 usable questionnaires included for data analysis. The data were analyzed using Statistical Package for Social Science (SPSS) for data cleansing and Structural Equation Modeling (SEM) via SmartPLS 3.0 Programme for model testing and test of hypotheses. The results discovered that procedural justice has a significant positive effect on pay satisfaction, but failed to have a significant effect on promotion opportunities. Furthermore, the findings proved the existence of a significant positive effect of distributive justice on pay satisfaction and promotion opportunities facets of job satisfaction. Lastly, the study concluded that to stimulate job satisfaction, academic staff need fair treatment concerning procedures and the distribution of organizational outcomes.

Keywords: *Organizational Justice, Procedural Justice, Distributive Justice, Job Satisfaction, Pay Satisfaction, Promotion Opportunities*

Corresponding Author: **Yusuf Emmanuel Gwanyo**

Background to the Study

Employees' job satisfaction has surfaced as a major issue in almost all organizations, including educational institutions of learning because teachers' satisfaction is crucial for sustainable productivity (Zaman, Mahmud & Jahan, 2014; Yusuf, Salisu, Markus & Cinjel, 2020). Malik, Danish and Munir (2012) and Owusu (2014) opine that the sure source of job satisfaction or dissatisfaction especially in developing countries includes pay and promotion facets of one's job because of unemployment and destabilization of the economy. Though these facets of job satisfaction have been described as the basic needs of an employee (Amarasena, Ajward & Haque, 2015; Mehrad, Hamsan, Redzuan & Abdullah, 2015), the system of standard pay increments and promotion practice in the public sector which increase pay level usually fall short of expectations (Gregoriou, 2008; Nwaobi, 2009), and so described as the most dissatisfied facets (Zaman et al., 2014; Yousef, 2017). Recently a study conducted in Africa shows that there is a high incidence of teachers' agitation for better pay and other conditions of service like promotion implementation (Addai, Kyeremeh, Abdulai & Sarfo, 2018).

For instance, the monthly salary received by academic staff in Nigeria cannot adequately cover the normal expenses (Mawoli & Babandako, 2011), because of the refusal of most State governments to implement the approved consolidated salary package for Polytechnics, Monotechnics and Colleges; even though these institutions at both states and federal level are regulated by the same bodies and operate under the same scheme of service (Stephen, 2016). This depicts the situation in Kaduna State tertiary institutions, where academic staff enjoy only 80% of the old Consolidated Tertiary Institutions Salary Scale (CONTISS) the same as nonacademic staff but with different promotion requirements (like evidence of continuous research for academic staff only). Thus, the interplay of these factors may generate low and declining job satisfaction among academic staff. According to Lotfi and Pour (2013) linking pay and promotion facets with satisfaction is based on individual's view of what is fair and just within organization rather than the amount received or the frequency of elevation on the job. Hence, the existence of organizational justice in higher institutions of learning is inevitable (Al-Zu'bi, 2010).

Naomi and Shokrkon (2006) suggest the need for fairness when employers want to influence some outcomes like pay or promotion opportunities for employees. This is because unfair procedures and distribution of the organization's achievements and outcomes lead to low employee satisfaction. Studies (Lotfi & Pour, 2013; Akram, Hashim, Khan, Zia, Akram, Saleem, & Bhatti, 2015) on organization justice and satisfaction show distributive and procedural dimensions of justice as major antecedents of job satisfaction. For instance, research proves the existence of significant relationships between job satisfaction and procedural justice and distributive justice (Al-Zu'bi, 2010; Malik & Naeem, 2011; Ghaziani, Safania & Tayebi, 2012; Ibrahim & Perez, 2013; Iqbal, 2013; Altahayneh, Khasawneh & Abedalhafiz, 2014; Rahman, Haque, Elahi & Miah, 2015; Okocha & Anyanwu, 2016; Ajala, 2017; Mahboob & Khan, 2017; Afridi & Baloch, 2018). With this, it implies that either procedural justice or distributive justice or both do influence job satisfaction.

However, previous research has persuasively suggested the study of organizational justice outside the borders of the European culture and the Middle East in order to support more universal and generalizable theories on organizational justice (Leung & Stephan, 2001; Al-Zu'bi, 2010). Yet very scant studies are available on organizational justice, particularly concerning job satisfaction in Nigeria (Okocha & Anyanwu, 2016; Ajala, 2017). Therefore, as a result of limited or no studies available on whether or not the two dimensions of organizational justice (procedural and distributive) can influence the academic staff's pay satisfaction and promotion opportunities, this paper aims to explore the effect of organizational justice on job satisfaction of academic staff of Kaduna State tertiary institutions. After the introduction, this paper was organized into a review of related literature, methodology, results and discussions, and a conclusion and recommendations.

Review of Related Literature

Job Satisfaction

Employee job satisfaction is the most frequently widely discussed topic in the field of organizational behaviour having been attracted to many scholars and researchers in developed and developing nations with the quest to improve sustainable productivity. Spector (1997) simply defines job satisfaction in respect to how employees feel concerning their work and the various facets of their work. This could be in terms of the difference between what an employee values and what the situation provides (Bhatti & Qureshi, 2007). Therefore, what differentiate a satisfied job from dissatisfied job is beyond what the job provides, but on employees' expectations of what the job should provide. Thus, this current study concentrates on pay and promotion as extrinsic factors or facets of one's job which record the highest expectations from employees (Malik et al., 2012; Owusu, 2014; Cortez, Galman, Amaranto, Tomas & Rufino, 2021)

Pay

Pay is the actual money employees receive from their employers for the job done or services rendered (Adeniji, 2011). According to Balzer, Kihm, Smith, Irwin, Bachiochi, Robie, Sinar and Parra (2000) satisfaction with pay is when the salary of employees enables them to have luxuries or at least cover normal expenses and when they perceive that their pay is fair. Malik et al. (2012) and Owusu (2014) in their study report that pay is an important factor affecting job satisfaction, implying that job satisfaction increases in the presence of satisfactory pay. Thus, when employers provide uncompetitive or unfair salaries, employees tend to leave their organizations and move out to other organizations that provide competitive salaries.

Promotion

The promotion provides opportunities for personal growth, moving an employee up the organizational hierarchy, leading to more responsibilities and increased status which attract a better remuneration package (Spector, 1997; Heery & Noon, 2001). Similarly, Owusu (2014) refers to promotion opportunities as any chance for the advancement of an employee from one job position to another job position that has a higher pay range, a higher title together with higher job responsibilities. Ellickson and Logsdon (2002), and Saygi, Tolon and Tekogul (2011) in their studies establish promotion opportunities as an important determinant of job

satisfaction because they provide the platform for advancement and learning new skills. Finally, this study conceptualizes pay satisfaction and promotion opportunities as job satisfaction, which implies positive feelings that pay will cover normal expenses and chances for promotion perceived to be fair.

Organizational Justice

According to Zamini (2014) and Ajala (2017) organizational justice refers to a multifaceted concept that describes perceived fairness of rewards like pay and promotion; and a social construct as it depends on individuals' opinions of what is fair in the organization. Organizational justice is generally considered to consist of three subdivisions namely procedural justice, distributive justice, and interactional justice (Barsky & Kaplan, 2007). For this study, however, the overview is limited to distributive and procedural justice.

Distributive Justice

Distributive justice occurred when allocation of outcomes in organizations such as pay and promotions are perceived to be fair (George & Jones, 2012), the number of rewards among employees and who received them (Robbins & Judge, 2013). According to Gürbüz and Mert (2009), employees may perceive their outcomes as fair or unfair when they compare their outcomes with those of others in the same job. To support this, Gibson, Ivancevich, Donnelly and Konopaske (2012) pose that distributive justice dimension concerns the perceived level of fairness of how resources and rewards are distributed throughout an organization.

Procedural Justice

Procedural justice refers to the perceived fairness of the rules, methods, mechanisms, and procedures used to resolve disputes and allocate resources rather than the fairness of outcomes (Gürbüz & Mert, 2009; George & Jones, 2012). This dimension of justice represents equity or fairness of the organization's processes and procedures used to make resource and allocation decisions (Gibson et al., 2012); and the appropriateness of the allocation process in an organization (Ajala & Bolarinwa, 2015).

Organizational Justice and Job Satisfaction

Al-Zu'bi (2010) and Lotfi and Pour (2013) opine that organizational justice is antecedent to job satisfaction; because their findings established the fact that increasing organizational justice leads to higher job satisfaction. Similarly, Ibrahim and Perez (2014) and Imran, Majeed and Ayub (2015) indicated that when the feeling of justice is high, employees experience high satisfaction as well. This occurs when there exists a positive correlation between employees' job satisfaction and organizational justice. Okocha and Anyanwu (2016) and Ajala (2017) added that the degree of satisfaction of employees on their job in both the banking sector in Port Harcourt, Rivers State and the manufacturing sector in Ogun State, all in Nigeria is as a result of the existence of organizational justice. Therefore, organizational justice is a strong determinant of job satisfaction (Afridi & Baloch, 2018).

Procedural Justice and Job Satisfaction

In 2013, Lotfi and Pour admitted that though the relationship between organizational justice and job satisfaction is significant; but out of the three dimensions of organizational justice

only procedural justice predicts job satisfaction. Studies (like Iqbal, 2013; Ghaziani et al., 2012; Altahayneh et al., 2014; Mahboob & Khan, 2017; Afridi & Baloch, 2018) on procedural justice and job satisfaction have reported that employees' perception of procedural justice has a direct and great effect on their job satisfaction, which implies procedural justice is significantly correlated with job satisfaction. However, when the relationship between procedural justice and two facets of job satisfaction (pay and promotion) was determined, the results proved insignificant impact (Ghaziani et al., 2012), while conversely the relationship shows a strong correlation between procedural justice and pay facet and significant relationship between procedural justice and promotion facet (Hossein, Ali & Siyed, 2010; Okocha & Anyanwu, 2016; Yue, 2019).

Distributive Justice and Job Satisfaction

Malik and Naeem (2011) studied the role of perceived organizational justice in job satisfaction: Evidence from higher education institutions in Pakistan. The results showed that distributive justice had a relatively stronger positive impact on faculty members' overall job satisfaction. Altahayneh et al. (2014), Rahman et al. (2015), Akram et al. (2015), Mahboob and Khan (2017) and Afridi and Baloch (2018) also supported the existence of a positive and significant relationship between two variables. Furthermore, Akram et al. reported that a unit change in distributive justice directly increases employee job satisfaction. Studies on distributive dimension and facets of job satisfaction reported mixed results as some researchers revealed an insignificant influence of distributive justice on pay and promotion facets (Ghaziani et al., 2012), while others revealed that a positive correlation exists between distributive justice and pay and a significant relationship between distributive justice and promotion (Hossein et al., 2010; Okocha & Anyanwu, 2016; Yue, 2019).

However, researchers have suggested that future studies can be carried out with a relatively larger sample size that should be taken from other industries rather than pharmaceutical, banking and manufacturing; employ Structural Equation Modeling (SEM) to enhance methodological rigour (Rahman et al., 2015); and the fact that in Nigeria, research focusing on organizational justice and employee satisfaction is scant (Okocha & Anyanwu, 2016), yet no study has been carried out on the effect of organizational justice on job satisfaction of academic staff of Kaduna State tertiary institutions. Therefore, based on the above literature review, the following hypotheses are proposed:

- H₁:** Procedural justice has a significant positive effect on the pay satisfaction of academic staff of Kaduna State tertiary institutions.
- H₂:** Procedural justice has a significant positive effect on promotion opportunities of the academic staff of Kaduna State tertiary institutions.
- H₃:** Distributive justice has a significant positive effect on the pay satisfaction of academic staff of Kaduna State tertiary institutions.
- H₄:** Distributive justice has a significant positive effect on the promotion opportunities of the academic staff of Kaduna State tertiary institutions.

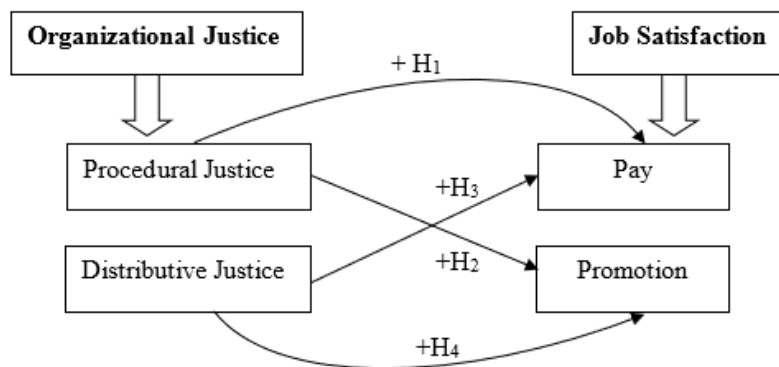


Figure 1: Authors' Construction (2024)

To support the above hypotheses, the current study used the self-discrepancy theory by Thompson (2008). The theory posits that an employee has a threshold comparison level that corresponds to the match between expected and actual outcomes from the job and organization. This implies that the perception of justice or injustice in processes and the actual distribution of outcomes explain the corresponding work attitude (satisfaction or dissatisfaction). For instance, Adusei, Sarfo, Manukure and Cudjoe (2016) opine that the discrepancy between expectations and actual outcomes means injustice which leads to unproductive behavioural outcomes in an organization such as dissatisfaction. This explained the move by the joint tertiary institution unions in Kaduna State in 2019 and 2024, which issued an ultimatum to the state government to improve their pay or embark on strike.

Methodology

This study employed a survey research design to examine the effect of organizational justice on job satisfaction of academic staff in the four (4) tertiary institutions owned by Kaduna State. These institutions include Kaduna State College of Education, Gidan Waya (KSCOE); Nuhu Bamalli Polytechnic, Zaria (NBP); Shehu Idris College of Health Sciences and Technology, Makarfi (COHST); and Kaduna State College of Nursing and Midwifery, Kaduna (KSCONM); and the total number of the academic staff from the rank of lecturer III and above amounted to 1,414. These institutions were studied because of the following peculiarities – they enjoy the same salary scale (CONTISS), promotion is approved by the Honourable Commissioner of Education or Governing Council, and financial benefit attached to promotion does not take effect immediately. Stratified sampling and simple random sampling were applied. The sample size is 312 using the Yaro-Yamen's formula and increased to 406 to compensate for non-response, incorrect filling and failure to return questionnaires (Israel, 1992; Bartlett, Kotrlik & Higgins, 2001; Salkind, 2012).

The study used structured questionnaire with section one containing personal information, section two procedural justice consisting of six (6) items adapted from Neihoff and Moorman (1993), section three distributive justice consisting of five (5) items adapted from Neihoff and Moorman (1993); section four pay satisfaction consisting of eight (8) items adapted from Balzer et al. (2000); and finally section five promotion opportunities consisting of four (4) items adapted from Spector (1997). Finally, the study employed Statistical Package for Social

Science (SPSS) for data cleansing and Structural Equation Modeling (SEM) via SmartPLS 3.0 Programme to run its data to test the study hypotheses.

Results and Discussions

Structural Model (Test of Hypothesis)

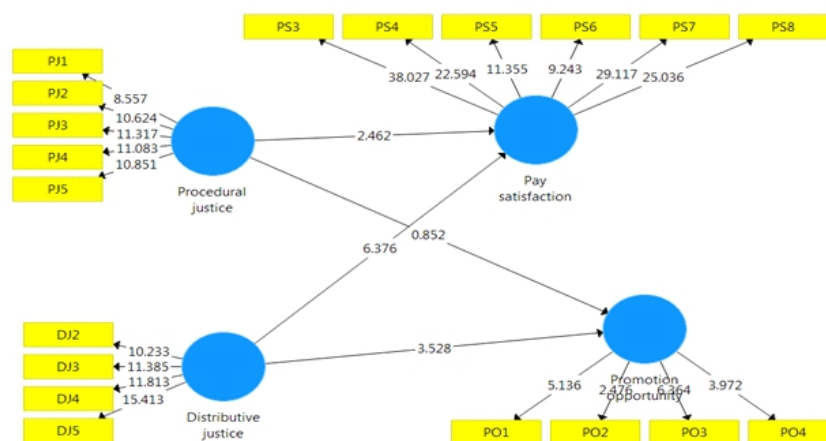


Figure 2: Structural model of the study

Table 1: Test of hypotheses – Path coefficient

Hypotheses	Relationship	Beta	std error	T stat	P-value
H1	PJ->PS	0.177	0.072	2.462	0.014
H2	PJ->PO	0.109	0.128	0.852	0.395
H3	DJ->PS	0.473	0.074	6.376	0.000
H4	DJ->PO	0.320	0.091	3.528	0.000

Table 1 reveals the results of the test of hypotheses. Procedural justice was found to be positively related to pay satisfaction (Beta value = 0.177), with a significant effect on pay satisfaction (t-value = 2.462, p-value = 0.014). The study therefore supports the first hypothesis, which states that procedural justice (PJ) has a significant positive effect on pay satisfaction (PS). This finding is in consonant with the prior empirical studies (e.g., Hossein et al., 2010; Okocha & Anyanwu, 2016; Yue, 2019). The result of the effect of procedural justice on promotion opportunity was insignificant (t-value = 0.852, p-value = 0.395), though a positive relationship exists between the two variables (Beta value = 0.109). On this note, the second hypothesis, which states that procedural justice (PJ) has a significant positive effect on promotion opportunities (PO), is not supported. This is consistent with the findings of Ghaziani et al. (2012)

Similarly, distributive justice was also found to be positively related to pay satisfaction (Beta value = 0.473) and positively related to promotion opportunities (Beta value = 0.320). The table further disclosed that distributive justice has a significant effect on pay satisfaction (t-

value = 6.376, p-value = 0.000) and a significant effect on promotion opportunities (t-value = 3.528, p-value = 0.000). Therefore, both H₃ and H₄ support that distributive justice has a significant positive effect on pay satisfaction and distributive justice has a significant positive effect on promotion opportunities. The results corroborate the work of Hossein et al. (2010), Okocha and Anyanwu, (2016) and Yue (2019), believing that fairness in distribution will lead to greater individual outcomes since fair distribution means favourable distribution (Ajala, 2017).

Effect Size

Having tested the hypotheses, it is of equal importance to assess the effect size and predictive relevance of the exogenous variables (procedural justice and distributive justice) on the endogenous variables (pay satisfaction and promotion opportunity).

Table 2: Effect Size

	F square	
	pay satisfaction	promotion opportunity
Distributive justice	0.301 Medium	0.116 small
Procedural justice	0.042 small	0.013 None

From the results presented in the table above, distributive justice has a medium effect size on pay satisfaction and a small effect size on promotion opportunities. Procedural justice has a small effect on pay satisfaction and no effect on promotion opportunities.

Predictive Relevance

Cohen (1988) recommended the use of cumulative redundancy to assess the predictive relevance of a model.

Table 3: Predictive relevance

Construct	Q ²
Pay satisfaction	0.149
Promotion opportunity	0.041

For an exogenous variable to be relevant in predicting a variable endogenous, the Q² value must be greater than 0. From Table 3, the Q² value is greater than 0 and this implies that procedural justice and distributive justice are relevant in predicting both pay satisfaction and promotion opportunity.

Conclusion and Recommendation

The findings of this study supported existing literature on organizational justice and job satisfaction. Thus, the results suggest that the more academic staff perceive some level of fairness in the procedure and distribution of outcomes in their respective institutions, the higher their level of job satisfaction. This confirmed the assertion made by the self-discrepancy theory that the perception of justice or injustice in processes and the actual distribution of outcomes explain the corresponding work attitude. With this, organizational

justice is viewed as an antecedent to job satisfaction. Therefore, the findings will serve both the government and the management of tertiary institutions with a clue on how to stimulate job satisfaction of academic staff. Even though management may not have the ability and authority to increase pay and determine the promotion policy, they can behave fairly with academic staff especially where implementation processes are based on justice practices. This in turn can help to increase job satisfaction of academic staff in State-owned tertiary institutions. Finally, because this study was carried out in State-owned tertiary institutions of Kaduna State, future studies should cover federal and private tertiary institutions. Also, research of this nature can be carried out on other categories of employees in other government ministries, departments and agencies (MDAs) other than education in Nigeria where this kind of study is scant.

References

- Addai, P., Kyeremeh, E., Abdulai, W., & Sarfo, J. O. (2018). Organizational justice and job satisfaction as predictors of turnover intentions among teachers in the Offinso South District of Ghana, *European Journal of Contemporary Education*, 7, 235–243.
- Adeniji, A. A. (2011). *Organizational climate and job satisfaction among academic staff in some selected private Universities in South-West Nigeria*, Retrieved from <http://eprints.covenantuniversity.edu.ng/id/eprint/1170>
- Adusei, H., Sarfo, J. O., Manukure, P., & Cudjoe, J. (2016). If I should stop teaching now, where will I go? Turnover intentions among high school teachers in Ghana, *European Journal of Contemporary Education*, 17, 263–271.
- Afridi, A. A., & Baloch, Q. B. (2018). The effect of organizational justice on job satisfaction: A comparative study of Public and Private Universities of Khyber Pakhtunkhwa. *Abasyn Journal of Social Sciences*, 11, 237–253.
- Ajala, E. M. (2017). A relationship study between organisational justice and job satisfaction among industrial employees in Ogun State, Nigeria, *African Journal for the Psychological Study of Social Issues*, 20, 26–42.
- Ajala, E. M. & Bolarinwa, K. O. (2015). Organizational justice and psychological well-being of employees in the local government service of Osun State, Nigeria, *African Research Review: An International Multi-Disciplinary Journal*, 9, 55–72.
- Akram, U., Hashim, M., Khan, M. K., Zia, A., Akram, Z., Saleem, S., & Bhatti, M. (2015). Impact of organizational justice on job satisfaction of banking employees in Pakistan, *Global Journal of Management and Business Research*, 15(5).
- Altahayneh, Z. L., Khasawneh, A., & Abedalhafiz, A. (2014). Relationship between organizational justice and job satisfaction as perceived by Jordanian physical education teachers, *Asian Social Science*, 10, 131.

- Al-Zu'bi, H. A. (2010). A study of the relationship between organizational justice and job satisfaction, *International Journal of Business and Management*, 5, 102–109.
- Amarasena, T. S. M., Ajward, A. R., & Haque, A. K. M. A. (2015). The effects of demographic factors on job satisfaction of university faculty members in Sri Lanka, *International Journal of Academic Research and Reflection*, 3, 86–106.
- Balzer, W. K., Kihm, J. A., Smith, P. C., Irwin, J. L., Bachiochi, P. D., Robie, C., Parra, L. F. (2000). Users' manual for the job descriptive index (JDI; 1997 version) and the Job in general scales. In J. M. Stanton, & C. D. Crossley (Eds.), *Electronic resources for the JDI and JIG*. Bowling Green, OH: Bowling Green State University
- Barsky, A., & Kaplan, S. (2007). If you feel bad, it's unfair: A quantitative synthesis of effect and organizational justice perceptions, *Journal of Applied Psychology*, 92, 286–295.
- Bartlett, J. E., Kotrlik, J. W., & Higgins, C. C. (2001). Organizational research: Determining the appropriate sample size in survey research, *Information Technology, Learning, and Performance Journal*, 19, 43–50.
- Bhatti, K. K., & Qureshi, T. M. (2007). Impact of employee participation on job satisfaction, employee commitment and employee productivity, *International Review of Business Research Papers*, 3, 54–68.
- Cohen, J. (1988). *Statistical power analysis for the behavioural sciences* (2nd ed.), Hillsdale, New Jersey: Lawrence Erlbaum Associates.
- Cortez, A. O., Galman, S. M. A., Amaranto, J., Tomas, M. J. L., & Rufino, M. V. (2021). Teacher's job satisfaction and its relationship with their work performance, professionalism, and commitment, *Open Access Library Journal*, 8, 1–10. doi.org/10.4236/oalib.1107397
- Ellickson, M. C., & Longsdon, K. (2002). Determinants of job satisfaction of municipal government employees, *Public Personnel Management*, 31, 343–358.
- Ghaziani, F. G., Safania, A., & Tayebi, S. M. (2012). Impact of organizational justice perceptions on job satisfaction and organizational commitment: Iran's ministry of sports perspective, *Australian Journal of Basic and Applied Sciences*, 6, 179–188.
- George, J. M., & Jones, G. R. (2012). *Understanding and managing organizational behaviour* (6th ed.), New Jersey: Prentice Hall.
- Gibson, J. L., Ivancevich, J. M., Donnelly, J. H. & Konopaske, R. (2012). *Organizations: Behavior, structure, processes* (14th ed.), New York: McGraw-Hill.

- Gregoriou, I. C. (2008). *Need fulfilment deficiencies and job satisfaction in the Republic of Cyprus: The case of the Ministry of Finance*, Retrieved from <https://www.coursehero.com/file/32358254/thesis-finalpdf/>
- Gürbüz, S., & Mert, I. S. (2009). Validity and reliability testing of organizational justice scale: An empirical study in a public organization. *Review of Public Administration*, 3, 137 – 162.
- Hair, J. F., Black, W. C., Jr., Babin, B. J., Andersen, R. E., & Tatham, R. L. (2010). *Multivariate data analysis: A global perspective* (7th ed.). Upper Saddle River, New Jersey: Pearson Prentice Hall.
- Heery, E. & Noon, M. (2001). *A dictionary of human resource management*, Oxford: Oxford University Press.
- Hossein, Z., Ali, A. A. F., & Siyed, M. M. (2010). A study of the relationship between organizational justice and job satisfaction among teachers in bandar abbas middle school, *Procedia Social and Behavioral Sciences*, 5, 1986 – 1990.
- Ibrahim, M. E., & Perez, A. O. (2014). Effects of organizational justice, employee satisfaction, and gender on employees' commitment: Evidence from the UAE. *International Journal of Business and Management*, 9, 45 – 59. doi:10.5539/ijbm.v9n2p45
- Imran, R., Majeed, M., & Ayub, A. (2015). Impact of organizational justice, job security and job satisfaction on organizational productivity, *Journal of Economics, Business and Management*, 3(9), 840 – 845. doi: 10.7763/JOEBM.2015.V3.295.
- Iqbal, K. (2013). Determinants of organizational justice and its impact on job satisfaction. A Pakistan-based survey, *International Review of Management and Business Research*, 2, 48 – 56.
- Israel, G. D. (November, 1992). *Determining sample size: Program evaluation and organizational development*, Institute of Food and Agricultural Sciences (IFAS), University of Florida. PEOD-6. Retrieved from <http://www.edis.ifas.ufl.edu>. Kaduna State tertiary institutions' staff record department/open-registry (2018).
- Leung, K., & Stephan, W. G. (2001). *Social justice from a cultural perspective*. In D. Matsumoto (Eds.), *The handbook of culture and psychology* (375 – 410). New York: Oxford University Press.
- Lotfi, M. H., & Pour, M. S. (2013). The relationship between organizational justice and job satisfaction among the employees of Tehran Payame Noor University, *Procedia - Social and Behavioral Sciences*, 93, 2073 – 2079.

- Mahboob, F., & Khan, B. (2017). Organizational justice and its impact on job satisfaction in public sector Universities of Peshawar, *Arabian Journal of Business and Management Review*, 7(5), 1–7.
- Malik, M. E., Danish, R. Q., & Munir, Y. (2012). The impact of pay and promotion on job satisfaction: Evidence from higher education institutes of Pakistan, *American Journal of Economics, Special Issue*: 6–9. doi: 10.5923/j.economics.20120001.02
- Malik, M. E., & Naeem, B. (2011). Role of perceived organizational justice in job satisfaction: Evidence from higher education institutions of Pakistan. *Interdisciplinary Journal of Contemporary Research in Business*, 3, 662–673.
- Mawoli, M. A., & Babandako, A. Y. (2011). An evaluation of staff motivation, dissatisfaction and job performance in an academic setting. *Australian Journal of Business and Management Research*, 1(9), 1–13.
- Mehrad, A., Hamsan, H. H. B., & Redzuan, M., & Abdullah, H. (2015). The role of job satisfaction among Academic Staff at University. *Proceeding of the 3rd Global Summit on Education (GSE), 9th–10th March, Kuala Lumpur, Malaysia*. 572–577.
- Naami, A., & Shokrkon, H. (2006). Analyzing the simple and multiple relationships of organizational justice with organizational civil behaviour among the employees of an industrial organization in Ahvaz city, *Journal of Educational Sciences and Psychology*, 3, 79–92.
- Niehoff, B. P., & Moorman, R. H. (1993). Justice As a mediator of the relationship between methods of monitoring and organizational citizenship behavior, *Academy of Management Journal*, 36, 527–566.
- Nwaobi, G. C. (2009). *Inflation, unemployment and Nigeria families: An empirical investigation. quantitative economic research bureau*, Nigeria. Munich Personal Repec Archive (MPRA). Retrieved from <https://ideas.repec.org/p/prampra/14596.html>.
- Okocha, B. F., & Anyanwu, S. A. (2016). Organizational justice and employee satisfaction: A study of selected banks in Port harcourt, *International Journal of Advanced Academic Research Social & Management Sciences*, 2(9), 1–12.
- Owusu, B. (2014). *An assessment of job satisfaction and its effect on employees' performance: A case of mining companies in the Bibiani – Anhwiaso – Bekwai District in the Western Region*, Retrieved from <https://ir.knust.edu.gh/server/api/core/bitstreams/33a83b14-f4eb-4812-a42a-6a5b64288455/content>
- Rahman, M., Haque, M., Elahi, F., & Miah, W. (2015). Impact of organizational justice on employee job satisfaction: An empirical investigation, *American Journal of Business and Management*, 4, 162–171. doi: 10.11634/216796061504714

- Robbins, S. P., & Judge, A. T. (2013). *Organizational behaviour (15th ed.)*, New Jersey: Prentice Hall.
- Salkind, N. J. (2012). *Exploring research* (8th ed.), Boston: Pearson Education, Inc.
- Saygi, H., Tolon, T., & Tekogul, H. (2011). Job satisfaction among academic staff in fisheries faculties at Turkish universities, *International Journal of Social Behavior and Personality*, 39, 1395 – 1402.
- Spector, P. (1997). *Job satisfaction: Application, assessment, causes and consequences*, California: Sage.
- Thompson, J. A. (2008). *Explaining and predicting rural turnover intentions and behaviours in Charleville, Australia*, Retrieved from <https://www.semanticscholar.org/paper/Explaining-and-predicting-rural-turnover-intentions-Thompson/43cb208039ce27f208a9d95c5d0ad8a37f669352>
- Yousef, D. A. (2017). Organizational commitment, job satisfaction and attitudes toward organizational change: A study in the Local Government, *International Journal of Public Administration*, 40, 77 – 88.
- Yue, T. (2019). *Examining employees' turnover intention based on organizational justice, pay satisfaction and job satisfaction in the hospitality and tourism industry*, Retrieved from <https://atrium.lib.uoguelph.ca/server/api/core/bitstreams/00486ca6-b5fe-408c-bd4f-eef6638045a3/content>
- Zaman, S., Mahmud, M. L., & Jahan, A. (2014). Job satisfaction of University teachers: A study on private Universities in Bangladesh, *International Journal of Economics, Commerce and Management*, 2(10), 1 – 13.
- Zamini, A. (2014). *Job satisfaction and organizational justice as predictors of attitude concerning organizational reform*, Retrieved from <https://lup.lub.lu.se/luur/download?func=downloadFile&recordOId=4645583&fileOId=4645599>