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Effect of Organisational Justice on Employees' Job Satisfaction in Selected Tertiary Institutions in Adamawa State, Nigeria

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Abstract

This study investigated the effect of organisational justice on employees' job satisfaction in selected tertiary institutions in Adamawa State, Nigeria. A descriptive and explanatory survey design was employed, and data were collected through a questionnaire administered to 377 respondents, out of which 274 were retrieved. The data were analyzed using percentage analysis, while the hypotheses were tested through regression analysis at the 0.05 level of significance. The findings revealed that distributive justice has a positive and significant effect on employees' job satisfaction in the selected institutions. However, procedural justice was found to have no significant effect on employees' job satisfaction. Based on these findings, the study recommends that management should prioritize fair distribution of rewards and responsibilities, as this significantly contributes to employee job satisfaction and enhances organizational culture. Furthermore, management should promote interactional fairness by adopting an open-door policy that fosters respect, empathy, and honesty between leaders and subordinates. This will strengthen interpersonal relationships and improve satisfaction levels among employees.

Keywords: Distributive, employees', job satisfaction, justice, organisational and procedural

Introduction

Job satisfaction generally refers to the overall emotional state of employees in relation to their work. It is the sum of both positive and negative perceptions that individuals form about their workplace, making it a key determinant of how employees feel towards their job. Job satisfaction

is inherently attitudinal in nature as it reflects an employee's emotional evaluation of work experiences. When employees develop positive feelings such as being valued, challenged, and supported, they tend to experience satisfaction. Conversely, negative perceptions such as unfair treatment, excessive workload, or limited opportunities for growth often result in dissatisfaction (Hartini, *et al.,* 2018). The balance between positive and negative perceptions ultimately determines the level of job satisfaction when positives outweigh negatives, satisfaction is higher, but when negatives dominate, dissatisfaction occurs (Garba, *et al.*, 2017).

Job satisfaction is not a fixed construct; it fluctuates over time depending on changes in employees' perceptions, the work environment, and even personal circumstances. Thus, it is considered a positive emotional state that arises from the appraisal of different aspects of one's job (Addai, *et al.,* 2018). According to Ghran, et al., (2019), job satisfaction plays a vital role in the success of every workplace, as satisfied employees tend to perform more efficiently than dissatisfied ones (Hartini, et al., 2018). This highlights the importance of managers and institutions in developing conditions that enhance employee satisfaction, retention, and motivation to achieve superior performance (Garba et al., 2017). A positive emotional state is especially fostered when employees feel appreciated for implementing organizational programs, have positive attitudes towards assigned tasks, and maintain a strong sense of responsibility toward their institution (Dike, *et al.,* 2021).

Broadly, organizational justice involves treating employees fairly in relation to their efforts and contributions, thereby influencing organizational effectiveness through enhanced employee behavior and productivity (Sale, et al., 2018; Salim et al., 2022). Zeb, Rehman, Arsaian, and Usman Khan (2021) argue that organizational justice plays a central role in shaping employees' perceptions of fairness and trust in the workplace. Specifically, distributive justice ensures equitable reward allocation (Afridi & Baloch, 2018), procedural justice guarantees fair decision-making, interactional justice emphasizes respectful treatment (Jameel, et al., 2020), and informational justice stresses the need for honest and adequate communication (Dike et al., 2021).

The sustainability and effectiveness of organizations, particularly in educational institutions, largely depend on the extent to which organizational justice is practiced. Yousaf (2019) emphasized that applying organizational justice is crucial for achieving high performance in institutions of learning. Thus, examining the effect of organizational justice on employees' job satisfaction in selected tertiary institutions in Adamawa State provides valuable insights into areas where management can improve fairness perceptions, foster satisfaction, and enhance overall organizational performance.

Employees in higher institutions are highly susceptible to labour mobility because their skills are in demand across similar organizations, especially due to staff shortages in Nigerian academia. The rapid growth of both public and private tertiary institutions has increased competition for qualified personnel, leading to frequent employee turnover and making staff retention difficult. Since institutions invest significant resources in training employees,

retaining skilled staff has become essential. However, employee commitment cannot be strengthened without ensuring organizational justice and fairness in institutional practices.

Organizational justice depends on understanding the factors that promote fairness within institutions. Although previous studies have examined organizational justice in relation to various organizational outcomes, limited attention has been given to its relationship with job satisfaction, particularly in Nigerian tertiary institutions. Most existing studies were conducted outside Nigeria or focused on different sectors, leaving a research gap in Adamawa State. Therefore, this study seeks to address this gap by examining the effect of organizational justice on employees' job satisfaction in selected tertiary institutions in Adamawa State, Nigeria.

The main objective of this study is to examine the effect of organisational justice on employees' job satisfaction in selected tertiary institutions in Adamawa State. While the specific objectives are to;

i. Examine the effect of distributive justice on employees' job satisfaction in selected Tertiary institutions in Adamawa State, Nigeria.
ii. Determine the effect of procedural justice on employees' job satisfaction in selected Tertiary institutions in Adamawa State, Nigeria.

The following research hypotheses were formulated based on the objective (i) to (iv) of the study;

$H_0$1: Distributive justice has no significant positive effect on employees' job satisfaction in selected tertiary institutions in Adamawa State, Nigeria.

$H_0$2: Procedural justice has no significant positive effect on employees' job satisfaction in selected tertiary institutions in Adamawa State, Nigeria.

Employees' Job Satisfaction

Job Satisfaction is a phenomenon which occupies the attention of many authors. Therefore, many definitions of what job satisfaction represents emerged (Dordervic, et al., 2018; as cited in Locke, 1976), states that job satisfaction represents individual's "pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences" (Locke, 1976). Greenberg (2012), stated that job satisfaction is actually the emotional response of an individual at the workplace. According to Hartini et al, (2018), Job Satisfaction is a very important attribute which is frequently measured by organisations. Since "Job Satisfaction is commonly linked to the feeling of an employee has toward his job, generally is an assessment of an employee on their job that produce positive or negative workplace attitude" (Afridi & Baloch, 2018).

Salim, et al, (2022), examine that job satisfaction was divided into two-element that is intrinsic satisfaction and extrinsic satisfaction. Intrinsic satisfaction, also known as motivation factors, is defined as employees' perception about the internal aspects of their job (achievement, recognition, growth, and work itself) (Hezberg, 1966; as cited in Salim et al., 2022). Extrinsic satisfaction or hygiene factor is an employee's perception about an external factor of their job that may affect their job satisfaction (co-workers, job security, policies, and procedures)

(Salim et al., 2022). Therefore, job satisfaction is a result of a cognitive, affective and evaluative reaction of an individual to various dimensions of a job (Dordervic et al, 2018). Also, job satisfaction is one of the important element that has been attracted the attention of organisational justice (Dordervic et al, 2018).

Job satisfaction is essentially attitudinal in nature, reflecting the degree to which employees feel positively or negatively about their work. It is a multidimensional construct that encompasses emotional, cognitive, and behavioral components, which together shape how individuals perceive their jobs (Spector, 2019). The nature of job satisfaction lies in its subjectivity, as it depends on an individual's evaluation of work conditions, organizational policies, and personal expectations. When employees' expectations are met or exceeded, they experience a sense of fulfillment and commitment; conversely, unmet expectations may lead to dissatisfaction and disengagement (Locke, 1976).

Organisational Justice

The concept of organisational justice was developed by Greenberg in 1987 that was basically defining an employee's perception of fairness in working environment. The perception can be fair or unfair (Greenberg, 1987). Organisational justice means "the ways in which employees determine if they have been fairly treated in their jobs and the ways in which these determinants influence other job related issues (Moorman, 1991). To wright and Cropanzano (1998) Organisational justice refers "the fairness of work place". According to Jafari and cheragh (2018) stated that organisational justice explains how groups or individuals perceive organisational justice in their organisation and how these perceptions affect their behaviour. Usma (2020) examine that organisational justice as the evaluation of employees about moral and ethical considerations of management. Since is a significant predictor of employees' motivation, commitment, loyalty, wellbeing and performance.

Tafamel and Akrawah (2019) observed that organisational justice has been seen as a driver of employee's commitment in the purpose of achieving the goals of the organisation. Therefore, organisational justice is defined as a fairness of reciprocation of all kind to the employee's effort in a workplace.

Distributive Justice

Distributive justice is a dimension of organisational justice which refers " mainly how fairly the resources have been divided among the individuals (Tayler 1984). Distributive justice is the fair and equitable allocation of resources, rights, and opportunities in a society (Rawls, 2018). It is the principle that the benefits and burdens of economic cooperation should be distributed among individuals in proportion to their contributions (Nozick, 2011). This idea suggests that the distribution of goods and services in a society should be based on individual need, rather than individual merit or talent (Sen, 1980).

Another definition of distributive justice is the fair and impartial distribution of the benefits and burdens of social cooperation, with a focus on ensuring that the least advantaged members of society are provided with a decent standard of living (Dworkin, 2012). It is also viewed as the equitable distribution of social resources, including wealth, income, and opportunities,

with the goal of ensuring a just and egalitarian society (Walzer, 2019). Also, distributive justice can be understood as the fair and impartial allocation of the benefits and burdens of social cooperation, with a focus on ensuring that all members of society have access to the resources necessary to live a dignified and fulfilling life (Young, 2019). This perspective emphasizes the importance of ensuring that all individuals have the opportunity to participate fully in the social and economic life of the community.

Procedural Justice

Procedural justice is another dimension of the concept of organisational justice till 1970s, through 1975. Thaibaut and Walker 1975; as cited in Shiba Prasad Sapkota (2021) introduced the concept of procedural justice, which addresses the processes through which outcome distributions are made. Procedural justice refers to the fairness and transparency of the processes used to make decisions and allocate resources. Colquitt (2014) defines procedural justice as the fairness of the procedures used in making decisions. Similarly, Leventhal (2016) states that procedural justice concerns the fairness of the process by which decisions are made, and not just the fairness of the decision itself.

Thibaut and Walker (2011) also emphasize the importance of the decision-making process, defining procedural justice as the fairness of the procedures used to determine the distribution of outcomes. Lind and Tyler (2012) provide a more comprehensive understanding of procedural justice, describing it as the degree to which the process used to determine the outcome is judged as fair. Leventhal (2016) expands on this, stating that procedural justice is the extent to which the decision-making process is characterized by voice, consistency, bias suppression, accuracy, correctability, and ethicality.

Effect of Distributive Justice on Employees' Job Satisfaction

Determining the value of input in organisation is always a major issue confronting both employer and employees. Distributive justice is primarily concerned with equitable outcomes. It refers to the perceptions expressed by employees with respect to the distribution of resources and results. Employee's in an organisation input relates to things such as hard work, passion, skill level commitment and dedication. Meanwhile, the results are the awards achieved such as salary, benefits and recognition. Afridi and Baloch (2018) examine the effect of organisational justice on job satisfaction in Khyber Pakhtunkhwa. The Study was conducted on 550 employees in public and private universities. Pearson Correlation and Regression analysis was used to ascertain the relationship/association between various dimension of organisational justice and employees' job satisfaction and T test was conducted. Study results shows that components of organisational justice are positively and significant associated with employees' job satisfaction.

Yahaya, Innocent and Tomi (2020) examine the effect of self-efficiency and distributive justice on employees' performance in FCT area councils, Abuja. A total of 217 returned questionnaires were analysed using structural equation model SEM. Findings from the study reveal that distributive justice have a positive and significant effect on employees' performance. The study recommends that the operation of distributive justice should be

encourage at the grass root level since the employees are motivated by their reward at the end of the day. A study by Jameel et al (2020) Organisational Justice and Job Performance of Academic Staff at Public Universities in Iraq. The study employed a quantitative method to analyse the data collected at three Iraq public universities located in Baghdad by using questionnaires. Stratified sampling technique was used. And only 197 responses were valid to be analysed by using Smart PLS. The findings showed that distributive justice and interactional justice positively impacted on academic performance and ability to increase the performance, while procedural justice did not impact on academic performance. The findings of this study imply that decision-makers at universities should pay more attention to the fair distribution of resources, payment, promotion and training to increase job performance.

Effect of Procedural Justice on Employees' Job Satisfaction

Procedural justice centre on process used to reach the end result. Process control is an opportunity of employees to present a single point of view about the desired outcome to the decision maker in their organisation. Azubuke and Madubochi (2021) examine procedural justice and employees' commitment in selected hospitals in rivers state. A convenience sampling was used on the sample size of 200 studied. The results of correlation analysis show that there is a significant positive relationship between procedural justice and employee commitment. The study concludes that employees who perceive unfairness in the workplace may exhibit varying degrees of malicious behaviours. This study provides guidelines for organisation management and better ways to reduce employee turnover. Previous studies showed that there is a positive relationship between procedural justice and job satisfaction of employees (Nawaz et al., 2018; Salim et al., 2021; & Andrew and Dennis, 2019).

Ghran et al., (2019) examined the Effect of Organisational Justice on Job Satisfaction Among Secondary School Teachers. 98 valid questionnaires were analysed by SPSS. The result showed the components of organisational justice's distributive justice and interactional justice are positively affect on job satisfaction. While procedural justice found non-significant effect on job satisfaction. The findings of the study helps School's administration to manage the schools and understand teachers desire better than before. Meanwhile, teachers, when feel treated fairly from school administration and the rewards are distributed fairly and equitable in the school will lead to increase job satisfaction and could increase their productivity and performance. The result shows that procedural justice has significant relationship with employee's job satisfaction.

Conceptual Model

Conceptual Model of Organisational Justice and Employee's Job Satisfaction

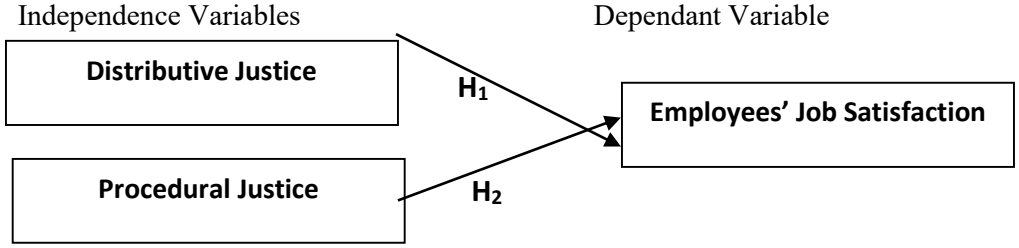


Fig. 1: Conceptual Model Source: Researcher's Design (2025)

The conceptual model for this study demonstrates the relationship between organisational justice and employees' job satisfaction in selected tertiary institutions in Adamawa State, Nigeria. Organisational justice, which serves as the independent variable, is composed of four dimensions distributive justice, procedural justice, interactional justice, and informational justice. Each of these dimensions represents a unique way in which fairness is perceived within the workplace. Together, they determine how employees evaluate the equity of their treatment and, consequently, how satisfied they feel in their jobs.

Distributive justice focuses on the perceived fairness of outcomes such as salaries, promotions, and recognition. Employees who believe that rewards and benefits are distributed equitably are more likely to experience higher levels of satisfaction, particularly in the extrinsic aspects of their jobs. Similarly, procedural justice concerns the fairness of processes and decision-making procedures within the organisation. When procedures are transparent, consistent, and inclusive, employees tend to develop trust in the system, which enhances both intrinsic and extrinsic job satisfaction.

Social Exchange Theory

Thibaut and Walker propounded the theory of procedural justice which refers to as fairness in process assessment. They pointed out that there is a difference between perception of fairness of outcomes and the fairness of the process used to reach that outcome. This culminated in to a team called 'procedural justice'. Procedural justice refers to the perceive fairness of operations, process and procedures used to reach valuable decisions (Pakpahan et al 2020). Procedural justice focused on the means, while distributive justice focused on the end. Procedural justice described as a fairness of decision making procedure and policies in the work environment. Procedural justice is a justice perception of employees that relate to the methods and processes used during the distribution of organisational outcomes among employees.

Empirical Reviews

Ahmed and Khan (2024), in their study titled "Organizational Justice and Job Satisfaction in Middle Eastern Industries," adopted a descriptive correlational research design to examine the relationship between dimensions of organizational justice and job satisfaction. The study was conducted across various industries in selected Middle Eastern countries. The population of the study comprised employees in these industries, and a sample of 400 respondents was drawn using stratified random sampling to ensure adequate representation across different organizational levels. Both primary and secondary data were utilized, with primary data collected through structured questionnaires as the main instrument of data collection. The data were analyzed using correlational and regression statistical techniques to establish the strength and direction of relationships among the variables. The findings revealed that interactional justice was the strongest predictor of job satisfaction among employees, indicating that respectful and fair treatment by management plays a crucial role in enhancing satisfaction

levels. The authors concluded that organizations must prioritize respect, fairness, and transparent communication in managerial practices to sustain high levels of job satisfaction. Based on the findings, they recommended that management should foster an organizational culture built on fairness, open dialogue, and mutual respect. The study identified a major gap in its geographical scope, as it was limited to Middle Eastern countries, thereby restricting the generalizability of the findings. The authors suggested that future research should conduct comparative studies across regions such as Africa, Europe, and Asia to provide broader insights into the dynamics of organizational justice and job satisfaction. Additionally, future studies could incorporate longitudinal designs to examine causal relationships over time.

Wong et al. (2024), in their study titled "A Cross-Cultural Analysis of Organizational Justice and Job Satisfaction," employed a cross-sectional research design to investigate how organizational justice influences job satisfaction across different cultural contexts. The area of study covered organizations from both Eastern and Western regions. The population consisted of employees working in diverse organizations across these regions, and a sample of 700 respondents was selected, though the specific sampling technique was not explicitly stated. Data were sourced primarily from employees using structured questionnaires as the main instrument of data collection. The analysis was conducted using comparative statistical methods, including regression and correlation, to examine variations in the relationship between organizational justice and job satisfaction across cultures. The findings revealed that organizational justice impacts job satisfaction differently depending on cultural backgrounds, with cultural differences significantly shaping perceptions of fairness. The study concluded that cultural orientation is a critical factor in understanding how employees evaluate fairness and, consequently, their level of satisfaction at work. Based on this, the authors recommended that organizational justice practices should be tailored to fit the cultural context of the workforce in order to achieve maximum effectiveness. The study identified a limitation in its scope, as it was restricted to selected Eastern and Western cultural settings, thereby limiting the generalizability of the results. Wong et al. suggested that future studies should extend to other cultural contexts such as African, Middle Eastern, and Latin American settings. They also recommended that future researchers adopt mixed-method approaches to capture deeper cultural nuances in fairness perceptions.

Muhammad, Ebraheem, Mohamed, and Abdelmawgoud (2023), in their study titled "Organizational Justice and Employees' Engagement in Five-Star Hotels in Luxor," adopted a quantitative research design to examine how organizational justice influences employee engagement within the hospitality sector. The study was carried out in Luxor, Egypt, focusing specifically on five-star hotels. The population of the study comprised hotel employees, though the exact sample size and sampling technique were not explicitly stated. Data were collected primarily from employees using structured questionnaires as the main instrument for data collection, while statistical analysis, including correlation and regression, was applied to test the relationships among variables. The findings revealed a significant positive correlation between organizational justice dimensions and employees' engagement. Specifically,

procedural justice was identified as the strongest predictor of employee engagement, followed by interactional justice. The study further noted that this research was the first empirical attempt within the Egyptian hospitality industry to investigate the effect of organizational justice on employee engagement. The study concluded that fair procedures and respectful treatment by management are crucial for sustaining high employee engagement in the hotel sector. Based on these findings, the authors recommended that hotel managers should enhance organizational justice by ensuring equitable distribution of incentives and conducting promotions on a fair and transparent basis. The study identified a gap in the literature, as it was limited to five-star hotels in Luxor, which may restrict the generalizability of the findings to other hotel categories or regions. For future research, the authors suggested expanding the scope to include different types of hotels across Egypt and other countries to validate and compare results. They also encouraged further studies to explore other mediating or moderating variables that may influence the justice–engagement relationship.

Abou-Shouk, Hamad and Muhammad (2023) studied the impact of organizational justice and job autonomy on employee retention: The mediation of psychological. Using PLS-SEM. Findings showed that organizational justice, job autonomy, and psychological ownership have significantly affected employee retention in travel agencies. It is also reported that psychological ownership partially mediates the relationships between employee retention, organizational justice, and job autonomy. The findings provide significant theoretical and practical inferences.

METHODOLOGY

This study employed the use of descriptive survey design. This study was conducted in Adamawa State, Nigeria. The population of the study comprise senior staff of Adamawa State University Mubi, Modibbo Adama University, Yola and Federal Polytechnic, Mubi. The population is presented in table 1 below:

Table 1: Population of the Study

Institution	Level	Staff`
ADSU, Mubi	Senior staff	**269**
	Junior staff	**398**
Moddibo Adama University, Yola	Senior staff	**1251**
	Junior staff	**2289**
Fed. Poly Mubi	Senior staff	**746**
	Junior staff	**1672**
Total		6631

Source: Registry Dept. 2026

Sample Size

In determination of the sample size, the researcher adopted the use of Taro Yamani (1964) formula for determination of sample size.

$$n = \frac{N}{1 + N(e)^2}$$

$$N = 6631$$

$$n = \frac{6631}{1 + 6631(0.05)^2}$$

$$n = \frac{6631}{1 + 6631(0.0025)}$$

$$= \frac{6631}{17.6}$$

$$= 376.8 \text{ i.e. } \approx 377$$

Therefore, the sample size for this study will be 377.

Sampling techniques is a strategy a researcher adopt in order to arrive at a good representation of the population, this research adopted stratified and simple trandom sampling technique, because everyone in the population is given equal chance of being selected. Primary data was collected from employees of the selected institutions through the use of questionnaires.
The information gathered for this study was presented in a tabular inferential statistics using multiple linear regression analysis with help of Statistical Package for Social Sciences (SPSS) at 0.05 (5%) level of significance.

DATA ANALYSIS AND PRESENTATION

Data analysis was performed using multiple linear regression in IBM SPSS and the findings were discussed in line with previous studies. Out of the 377 questionnaires distributed, 274 was retrieved and after thorough screening, 243 responses were found fit for use.

Hypotheses Testing

Table 2: Model Summary

R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
.759a	0.576	0.567	4.59004	1.732

a. Dependent Variable: Job Satisfaction
b. Predictor: Distributive, Procedural, Interactional and Informational Justice

The table above suggest that the dimensions of Organisational Justice have a strong correlation with the dependent variable Job Satisfaction (R=0.759). This means an increase in Organisational Justice will lead to enhanced Employee Job Satisfaction. The R-square value (R=0.576) indicated the degree of variability in employees' Job Satisfaction predictable by Organisational Justice while adjusted R-square (0.567) adjusts the R Square value for the number of predictors in the model, providing a more accurate measure of goodness-of-fit when multiple predictors are used.
The adjusted R Square of 0.567 is slightly lower than the R Square, indicating that while the model is good, it slightly overestimates the explanatory power due to the number of predictors.

The rule of thumb state that the higher the number of predictors, the more it will overestimate. Durbin Watson statistics of 1.5 to 2.5 is considered very okay while values outside the range indicates a sign of autocorrelation which will eventually lead to inaccurate statistical measurement.

Table 3: ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	5800.450	2	1450.112	68.829	0.000[b]
	Residual	4276.896	203	21.068		
	Total	10077.346	207			

a. Dependent Variable: Job_Sat_J

b. Predictors: (Constant), Informational, Distributive.

The regression model, which includes the predictors Informational Justice, Distributive Justice, Procedural Justice, and Interactional Justice, explains a significant portion of the variability in job satisfaction, as evidenced by the F-value of 68.829 and a p-value of 0.000. This indicates that the model fits the data, confirming that the predictors have a significant impact on job satisfaction (Montgomery, 2017).

Table 4: Regression Coefficient

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
Distributive Justice	0.295	0.08	0.258	3.674	0.001
Procedural Justice	0.149	0.102	0.124	1.465	0.145

a. Dependent Variable: Job Satisfaction
Source: SPSS Output, 2025.

The coefficient table shows the individual effect of predictor variables on the dependent variable. The beta value represented by B indicates amount of change in the dependent variable as a result of one-unit change in the predictor variable. The table reveals Distributive and Procedural with beta values of 0.295, 0.149, 0.437, 0.135 respectively. Distributive Justice has a t-value of 3.674 and a p-value of 0.001 indicating a positive and significant effect on Employees' Job Satisfaction since the t-value is greater than the critical value of 1.96 and the p-value is less than 0.05 confidence interval. Procedural justice has the t-value of 1.465 far less than 1.96 and p-value of 0.145 which is greater than the threshold of 0.05. Therefore, this reveals that procedural justice does not have any significant relationship with Employees' Job Satisfaction.

Table 5: Hypotheses Testing

S/N	Hypotheses	t-value	p-value	Decision
1	Distributive – Job Satisfaction	3.674	0.001	Rejected $H_0$1
2	Procedural - Job Satisfaction	1.465	0.145	Supported $H_0$2

The first hypothesis state that distributive justice does not have any significant effect on Employees' Job Satisfaction. Based on the table above, the t-value is 3.674 which is greater than the critical value of 1.96 and the p-value of 0.001 which is also less than 0.05 confidence level. This indicates that the null hypothesis is rejected and the alternate hypothesis accepted that there is a significant relationship between Distributive Justice and employees' Job Satisfaction.

The second Hypothesis state that procedural justice has no significant effect on employees' Job Satisfaction. This hypothesis is supported with t-value of 1.465 which is way less than the threshold of 1.96 and the p-value is 0.145 which is greater than 0.05 level of confidence. This suggest that null hypothesis be supported that there is indeed no any significant relationship between procedural justice and employee job satisfaction.

Summary of Findings

The summary of the findings of the study include:

1. From the above analysis, it was revealed that Distributive Justice has positive and significant effect on employees' Job Satisfaction among the selected tertiary institutions in Adamawa State.
2. Lastly, above finding revealed that procedural Justice does not have any significant effect on employees' Job Satisfaction among the selected tertiary institutions in Adamawa State.

Discussion of Findings

Based on the findings of the study, it was revealed that the presence or increase in Distributive Justice significantly influences employees' Job Satisfaction among the Selected tertiary institutions in Adamawa State. This is consistent with previous studies such as Sihag and Sarikwa (2023) which posit that when employees perceive that outcomes and rewards are fairly distributed, their job satisfaction increases significantly. In another study by Bakotic (2021), it was revealed that Distributive Justice is a significant antecedent of employees' Job Satisfaction. Therefore, the study affirms that employees' perception of fairness in terms of rewards and punishment is very critical in sustaining employees' job satisfaction in an organisation.

Secondly, it was found that Procedural Justice has no any significant effect on employees' Job Satisfaction among the Selected tertiary institutions in Adamawa State. while the existing literature established that there is a significant effect of Procedural Justice on employees' Job Satisfaction, a longitudinal study conducted by Bal et al (2023) on Procedural Justice and

Employees' Outcome suggest that while Procedural Justice may foster a sense of obligation and commitment among employees, its direct effect on employees' Job Satisfaction is less pronounced. Therefore, even though the finding is somehow unique, it still finds some traces of alignment with the previous discussions on the topic.

Conclusion

The findings of the study contributed to the understanding of organisational justice and employees' job satisfaction, specifically in respect to the effect of distributive in the context of the selected institutions in Adamawa State. On the contrary, the study's findings have raised concern because procedural and informational justices showed no significant effect on employees' job satisfaction in the selected institutions in Adamawa State which is inconsistent with the findings of previous studies on the same topic. Therefore, the study has created a mixed feeling with the contradictory findings which calls for further investigation.

Recommendations

The study recommends the following to the management of Adamawa State University Mubi, Federal Polytechnic Mubi and Modibbo Adama University Yola:

1. The management should embrace fair distribution of reward and punishment as the case may be; this will lead to the development of positive organisational culture and subsequently employees' Job Satisfaction.
2. The management should encourage and operate open door policy so as to promote open-mindedness, empathy, respect and honesty among its employees and between leaders and subordinates in order to provide a catalyst for improved interaction among employees.

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