

## **Effect of Interactional Justice on Employees' Engagement of Civil Service Commission in South-South, Nigeria**

**Johnson, Etimfon Edet**

Department of Business Administration,  
Faculty of Management Sciences  
Akwa Ibom State University, Akwa Ibom State, Nigeria.

**Okebaram, Sunday Moses (Ph.D)**

Department of Business Administration  
Michael Okpara University of Agriculture, Umudike, Abia State, Nigeria.

**Prof. Gideon A. Emerole**

Department of Business Administration  
Michael Okpara University of Agriculture, Umudike, Abia State, Nigeria.  
DOI: 10.56201/ijssmr.v10.no11.2024.pg.1.16

---

### **Abstract**

*This study assess the effect of interactional justice on employees' engagement of Civil Service Commission of South-South Nigeria. The dimensions of interactional justice used in this study were informational justice and interpersonal justice while the measure of employees' engagement were employees' efficiency and employees' output. Survey research design was adopted for this study and a structured questionnaire based on a 5 point Likerts scale was used to gather data. The population of the study was made up of one thousand, six hundred and fifty three (1,653) employees obtained from the six (6) selected Civil Service Commission in South-South States in Nigeria while the sample size of four hundred and forty one (441) respondents was derived from Bill Godden (2004) formula at 5% error tolerance and 95% level of confidence. The stratified sampling method was used to select the sample size from the population. The data gathered for this study was analyzed using the simple regression model and analysis of variance (ANOVA) through the aid of SPSS Version 23.0 statistical tools. Out of the four hundred and forty one (441) copies of the questionnaire that were distributed to the respondents, three hundred and thirty seven (337) copies of questionnaire returned were rightfully filled and used as the bases of analysis while one hundred and four (104) copies of questionnaire were not retrieved or retrieved but wrongly filled. The result of the findings showed that interactional justice significantly boost employees' engagement of Civil Service Commission in South-South, Nigeria. Also, informational justice and interpersonal justice has a positive significant effect on employees' efficiency and employees' output respectively. Therefore, this study concluded that interactional justice has a significant effect on employees' engagement of Civil Service Commission in South-South, Nigeria.*

**Keywords:** *Organizational Justice, Interactional Justice, Informational Justice, Interpersonal Justice, Employees' Efficiency and Employees' Output*

---

## **Introduction**

Justice plays a crucial role in the success of an organization because employees' perception of organizational justice influences their input (time, effort, commitment, performance etc) and likewise their output (result, reward, satisfaction etc). The term interactional justice is used to describe the treatment of individuals throughout the resolution of a conflict, whether that be with kindness and consideration or with disrespect (Faeq, 2022). In addition to being truthful and offering an explanation, being polite, friendly, sensitive, interested, honest, showing empathy and assurance, being direct and concerned, and making an effort are all factors that have been linked to interactional justice in previous research (Anwar & Ghafoor, 2017). Research into interactional justice in a business setting is scant. Satisfaction with service encounters, higher ratings of service quality, higher ratings of overall complaint handling, and more positive repurchase intentions have all been linked to fair interpersonal treatment (Anwar, 2017).

## **REVIEW OF LITERATURE**

### **Interactional justice**

Interactional justice refers to fair communication between employee-employer or employee-employee (Choudhry, Philip & Kumar, 2011). Robbins and Judge (2018) perceived it as the degree to which an individual is treated with dignity and respect in the workplace. It also refers to how one worker treats another worker in the organization (Cropanzano, Bowen & Gilliland, 2009). Interactional justice concerns itself with the relationship that exists between a supervisor, associate and peers. Interpersonal justice and informational justice make up interactional justice. The former explains the quality of treatment associates get from superiors, while informational justice deals with structured explanations of the reasons behind outcomes (Thurston & Mc,Nall, 2010). Employees tend to rate the quality and adequacy of explanations given as reasons for outcomes in terms of specificity, clarity, correctness, and timeliness (Colquitt, 2001). Outcomes in this context are the product of the superior or supervisor as posited by the agent-system model, which states that the supervisor is empowered to influence outcome decisions like appraisal rating on performance, satisfaction level derived from the job and employee behavior (Al-Zu'bi, 2010).

From the aforementioned, it is clear that performance management is a good example of interactional justice as it portrays the dynamics of the relationship between superior and associate, which determines the employee's perception: it is comprised of relationship and information as well as the employee's reaction.

It is the extent that the employee feel with the fairness of the transaction obtained when they apply some formalities, the transactional justice is dealing through sensitivity and personal interpretations or social accounting. Diab (2015) indicated that interactive justice is an extension of procedural justice, which refers to the methods of disposal of the administration towards individuals and linked in a way manager's deal with subordinates. Interactional justice refers to quality of inter-individual behaviors to which a person is exposed before and after decision-making (Poole, 2007). Interactional justice, regards fairness on how subordinates are treated (Robbins & Judge, 2009). However, interactional justice is the one of the recent dimension of organizational

justice. It is refers to as people's sensitivity to the quality of interpersonal treatment they receive during the enactment of organizational procedures (Greenberg, 2012). Interactional justice comprises of two sub-dimensions; interpersonal justice and informational justice. Interpersonal justice talks about treating individuals with kindness, dignity, respect and esteem particularly in the relationships between employees and managers. Informational justice, on the other hand, is about informing employees properly and correctly in matters of organizational decision making (Faruk, 2016). The difference between interpersonal and informational justice lies in the different aspects of communication, in that, interpersonal justice can be seen to focus on the 'how' of the communication, that is the courteousness and respectfulness of it whereas informational justice can be said to focus on the 'what' of the communication, that is, the honesty and truthfulness of the information (Colquitt, 2012). In addition, Ajala (2015) has identified some key points of interactional justice which can enhance people's perceptions of fair treatments. They are; truthfulness by giving realistic and accurate information; respect, i.e. employees must be treated with dignity; statements and questions should never be improper or involve prejudicial elements such as racism or sexism; justification. Furthermore, when a perceived injustice has occurred, giving explanation or apology can reduce or eliminate the sense of anger generated. Though most researchers have not always agreed on the dissimilarity between procedural and interactional justice and a study by Cropanzano and Greenberg (2007) suggested that there is indeed a distinction between procedural and interactional justice and argues that although they are correlated, they should be treated as separate constructs as they have different consequences.

### **Dimensions of Interactional Justice**

Colquitt, Conlon, Wesson, Porter and Ng (2006) assert that interactional justice has two perspectives which are informational justice and interpersonal justice. Le, Zheng and Fujimoto (2016) also opined that interactional justice is often divided into interpersonal justice (treatment that employees receive) and informational justice.

#### **a) Informational Justice**

Colquitt (2001) defined informational justice as the quality of justice employees received in interpersonal communication such accurate, sufficient and timely information about positions, decisions and actions taken by others. Informational justice gives explanation to employees about why certain procedures was apply to them or decisions made (Colquitt, 2001). Au and Leung (2016) argue that information justice increase cooperative behaviour and also foster respect for one another. Employees need to be provided with information on time about management decisions that will affect them. When employees are well informed, its lays the right foundation to enable them in accepting and tolerating management decisions and procedures.

Informational justice is the level of fairness to employees with regards to providing them with timely and accurate information about management decisions or procedures as well as decisions among co-workers. Furthermore, providing employees with honest communication builds a positive perception about justice practices within the organization (Kim, 2009).

Informational justice refers to whether one person is truthful and also provides adequate justifications when things go bad in the organization. Greenberg (1990) added that when

employees are given detailed and polite explanation of temporary pay cuts, this could reduce negative behaviours such as corporate theft and staff turnover.

#### **b) Interpersonal justice**

Interpersonal justice covers relationship among worker throughout the organization. Interpersonal justice is defined as treating employees with politeness, dignity and respect (Colquitt, 2001). Interpersonal justice focuses on respectful and unbiased treatment from the employers to the employees (Dabir & Azarpira, 2016). Interpersonal justice tends to blossom when superiors refrain from making demeaning comments about their workers (Le, Zheng and Fujimoto, 2016)

Dabir & Azarpira (2016) started that interpersonal justice occurs where employees are treated without discrimination of any kind. In this case, employees have a sense of belonging of being accepted by others which leads to social exchange and improved performances. Interpersonal justice covers employees' perception of behaviors exhibited by superiors in the process of implementing policies, procedures and decision making as well as subsequent actions. Employees rate socially sensitive actions bordering on dignity and respect, empathy and care shown in respect of employees' concerns (Colquitt, 2001 cited in Waribo, Akintayo, Osibanjo & Imonphi, 2019). Interpersonal justice, refers to the respect and dignity with which one treats another in the workplace (Cropanzano et al., 2006). Interpersonal justice does not only cover the relationship between employer and employees but it covers all relationship among all the employees.

#### **Employee Engagement**

Employee engagement has received a lot of interest as a research topic in the last several years (Saks, 2019). Good emotional connection refers to employees' good attitudes towards their organization and its ecosystem, which is the root of employee engagement (Anitha, 2014). Kang and Busser (2018) asserted that engagement means the mechanism that motivates the personnel of an organization to coerce themselves to perform their job duties. Kang suggested three constituents of engagement: emotional, cognitive and physical. This confirms the importance of being psychologically and physically effective with respect to engaged employees performing different organizations (Kang & Busser, 2018). Schaufeli, Salanova, Gonzalez-Roma and Bakker (2012) asserted that the concept of engagement can be defined as a positive, effective, work-oriented mindset that dedications, vigor, and absorption. Saks (2019) defined engagement as the particular combination of cognitive, emotional and behavioral aspects that influence an individual's ability to accomplish their job. Mengstie (2020) defined employee engagement as an employee's level of dedication and involvement in his organization and its principles. Karsan and Kruse (2011) define the employee engagement is the amount to which individuals are driven to add to organizational achievement and are eager to apply discretionary work to completing responsibilities crucial to the fulfilment of organizational goals. Mittal and Sengupta (2019) defined employee engagement as a productive, contented mental state associated with work that is typified by vigour, dedication, and absorption. Ariani (2013) illustrated that employees' engagement reflects the reaction of personnel towards work environment which affects, in turn, their work relations and their work productivity through physical, cognitive, and emotional

contributions. Employee engagement is an intellectual and emotional union to organizational commitment by staff (Ngwenya & Pelser, 2020). According to Ashwini, Archana, Bhavana and Ashish (2022), employee engagement is the level of excitement and emotional commitment that individual has for their job to the point where they are willing to go above and further than their job specifications.

Engaged workforce increases the organization's chances of surviving and succeeding (Bhardwaj & Kalia, 2020). According to Bakker and Schaufeli (2008) to improve the performance of organizations, modern organizations need employees who are motivated, self-assured, and passionate about their work because engaged employees are the vitality of their organizations (George, Omuudu & Francis, 2020). Because of this, many practitioners and researchers around the world have become fascinated with the concept of employee engagement (Ashwini et al., 2022). Furthermore, over the last decade, employee engagement has been the most explored issue, attracting the attention of both practitioners and academics due to its link to beneficial outcomes in the form of organizational effectiveness (Na'imah, Tjahjono & Madjid, 2022). Furthermore, when employees are engaged in their jobs, they feel empowered to develop plans, make choices, and use their creativity to find solutions to problems (Dawwas, 2022).

Employee engagement is multi-faceted: firstly, physical engagement "vigor" (Hon & Lin, 2010). It is defined as contributing a lot of efforts to realize job objectives. Physical energy helps workers to achieve their duties efficiently and effectively and at the same time assists them in developing their skills and improving their performance (Creswell, 2014). Secondly, the most significant factor at work is the cognitive engagement which leads to total absorption in work duties and resistance to outside distractions (Creswell, 2014). The cognitive factor consists of attention and absorption, it means to be completely concentrated and occupied in one's work duties regardless of time and without the desire to leave work incomplete (Minseong, 2021). The third component is emotional engagement which represents dedication and loyalty. It includes commitment to work, passion, pride, significance, challenge, and inspiration (Karim & Baset, 2020). All the previous emotions are generated and developed by work. Emotionally involved employees consider their jobs as important and relevant. Those employees are ready to work extra time and they are prepared to develop their work through introducing genuine ideas (Karim & Baset, 2020). Therefore, employees' engagement is considered a significant and decisive factor in the success of hospitality and tourism industry (Deepa, 2022).

Employees' engagement can be measured using employees' efficiency and employees' output. Efficiency is measured by output which is the quantity produced over a given time (Everard & Burrow, 2001). Organization also measures employee efficiency by ascertaining the usefulness of the employee. This can be measured by the level of value the employee adds to the organization and the worth of what he/she produces (Awotibede, 2018). Employees' efficiency is mostly measured by quality. It is not just enough to produce high output in terms of quantity but the quality of the output is very essential to determine if the organization will succeed in the competitive nature of the market or not. Management can improve employee efficiency by adapting measures such as delegation of responsibilities, matching employee skills with appropriate task, effective communication, setting and keeping clear goals, providing incentives, cutting out excessive task,

training and developing employees, establishing organized break periods, enhancing telecommuting, providing feedback, thinking about the future, effective technology and sustainable office design (Hichs,2017; Makad, 2015; Taylor, 2017). Employees willingness to accomplish their work leads improve productivity(4). Productivity is measured by the level of output employees produced in comparison with the input that was given to them. Employees output is a measure of employees efficiency and productivity in accomplishing their assigned task (Ahmad, 2020). )Employees who are committed to their task will produce greater level of output than those who are not committed.

### **Theoretical Framework.**

#### **Social exchange theory (SET) (George Homans, 1950)**

This study was anchored on the social exchange theory (SET) which was postulated by an American sociologist George Homans in 1950 and later modified in 1961 in his book titled “Social Behaviour as Exchange”. Social Exchange Theory (SET) explains how a relationship is crated between two people or parties through a process of cost-benefit analysis to determine risks and benefits accrued to parties (Roেকেlein, 2018). In other words, the theory seeks to explain economic relationship existing between two parties such that one party has something (goods) that the other party values most. Social exchange theory posits that these calculations occur in form of romantic, friendship, professional relationship involving social exchange with focus on cost-benefit analysis. The metrics of this theory is to determine if one part is putting much effort in a relationship more than the other party. It therefore explains how social behavior results to exchange process (Mcray, 2015). Social exchange theory highlight that if the costs of the relationship are higher than the rewards, such as a lot of effort or money put into a relationship and not reciprocated, this could lead to problems. (Cook & Rice, 2006).

Similarly, the theory assumes that employees tend to act in ways that reflects their organizations or managers treatment (Agyemang, 2013). The theory views interpersonal interactions from a cost benefit perspective, just like an economic exchange, except that a social exchange deals with the exchange of intangible social costs and benefits like respect, honor, friendship and caring and is not governed by explicit rules or agreements. According to this theory, individuals regulate their interactions with other individuals based on a self-interest analysis of the costs and benefits of such an interaction. Social exchange theory argues that when workplace relationships are effective, then the organization benefits. Employees who experience mutual reciprocity of resources, information, respect and power with management experience high perceptions of autonomy hence, they would be satisfied with the resources, information and support offered by the supervisor, as well as their job. As a result, they would be committed to staying in the organization and also perform well.

### **METHODOLOGY**

This study adopted a survey research design method. This design was used because of the population nature, target respondents and characteristics of the studied organizations. The population was made up of all employees of Civil Service Commission in the South-south region with a total of 1,653. The sample size was also determine using Godden(2004) formula which gave a total size of 441 respondents. The sampling technique used in selecting a portion of the

population to represent the entire population was the stratified sampling method and this gave every member of the staff equal chance of being selected and therefore made the sample a representative one.

### **Description of the Research Instrument**

The major research instrument for this study was structured questionnaire. The questionnaire was structured using 5 points Likert-scale structure under Strongly Agree (SA) =5, Agree (A) =4, Undecided (UN) =3, Disagree (D) = 2 and Strongly Disagree (SD) =1. Very Large Extent=VLE (5), Large Extent=LE (4), Undecided= UN (3), Low Extent= LOE (2) and Very Low Extent=VLOE=1. The questionnaire was grouped into two (2) sections. The section “A” comprised of the demographic characteristics of the respondents while the section “B” contained questions intended to answer the research questions and the study hypotheses.

### **Validity and Reliability of Research Instrument**

To certify that the research instrument used in this study was valid, the researcher ensured that the instrument measured the concepts they were supposed to measure. A proper structuring of the questionnaire was done and the questions were scrutinized by the researcher supervisor and other expert validators in education foundation and statistics. Thus, the instrument was subjected to face and content validity.

A test-re-test method of reliability was adopted for this study and the pilot study was carried out using twenty (20) copies of the questionnaire to be administered to the selected Civil Service Commission under study proportionately on different time interval. Also, the reliability coefficient test of the instrument was conducted using Cronbach alpha reliability score of 0.802 was obtained showing that the instrument administered to the staff were reliable up to 80.2%.

### **Research Hypotheses**

The following research hypotheses posited in the null form was tested to aid the study;

- H0<sub>1</sub>:** Interactional justice cannot significantly boost employees’ engagement of Civil Service Commission in South-South, Nigeria.
- H0<sub>2</sub>:** Informational justice at low degree enhance employees’ efficiency of Civil Service Commission in South-South, Nigeria.
- H0<sub>3</sub>:** Interpersonal justice has no significant effect on employees’ output of Civil Service Commission in South-South, Nigeria.

### **Method of Data Analyses**

The study used both inferential and descriptive statistics to analyze the data. Hypotheses (i) and (ii) were analyzed using Analysis of Variance (ANOVA) while hypothesis (iii) was tested using simple linear regression model. However, the Statistical Package for Social Sciences (SPSS) window version 23.0 aided in data analyses.

## Data Presentation

**Table 4.1 Questionnaire Distribution**

	Copies	Percentage
Questionnaire distributed	441	100
Questionnaire retrieved and useful	337	76.4
Questionnaire lost	104	23.6

Source; Field Survey, 2024

Table 4.1 and figure 4.1 revealed that a total of four hundred and forty one (441) copies of the questionnaire were distributed to the various selected Civil Service Commission in South-South, Nigeria. Out of this number, one hundred and four (104) copies of questionnaire were not retrieved or wrongly filled with percentage ratio of 23.6% while three hundred and thirty seven (337) copies of questionnaire were correctly filled and returned with percentage ratio of 76.4% and this formed the basis of the study.

**Table 4.2: Ascertain the extent to which interactional justice boost employees' engagement of Civil Service Commission in South-South, Nigeria.**

N=337

RESPONSES	VLE 5	LE 4	UN 3	LOE 2	VLOE 1	TOTAL	MEAN	Std. Dev.
Management good treatment to their subordinates enhance their morale	144	118	32	24	19	1355	4.0	.039
Clearly and timely information promotes employees' productivity	142	129	29	21	16	1371	4.1	.057
Management taking decision in courteous and respectful manner promote firms' image	139	123	31	25	19	1349	4.0	.092
Employee feeling of fairness, loyalty, openness, responsiveness and overall trust enhances their superior performance	142	133	27	18	17	1376	4.1	.139

Source: Field Survey, 2024



Table 4.2 above showed the extent to which interactional justice boost employees’ engagement of Civil Service Commission in South-South, Nigeria. The decision rule mean score of  $\bar{x}3.5$  was used to take decision on all the five (5) points Likert scale. Majority of the respondents with the highest mean scores of 4.1, 4.1, 4.0 and 4.0 respectively strongly agreed that employee feeling of fairness, loyalty, openness, responsiveness and overall trust enhances their superior performance, clearly and timely information promotes employees’ productivity, management good treatment to their subordinates enhance their morale and management taking decision in courteous and respectful manner promote firms’ image.

**Table 4.3: Determine the degree to which informational justice enhance employees’ efficiency of Civil Service Commission in South-South, Nigeria.**

RESPONSES						TOTAL	MEAN	Std. Dev.
	VLE 5	LE 4	UN 3	LOE 2	VLOE 1			
Fairness in decision making enhances employees’ performance	144	127	32	18	16	1376	4.1	.116
Officials treating employees as an important part of the organization boost employees’ value creation	146	123	28	21	19	1367	4.1	.066
Fair managers-employees relationship, give employees a sense of respect, recognition and belongingness	138	129	26	23	21	1351	4.0	.065
Informing employees properly and correctly in matters of organizational decision making promote their commitment	131	128	30	26	22	1331	4.0	.148

**Source: Field Survey, 2024**

Table 4.3 above showed the degree to which informational justice enhance employees’ efficiency of Civil Service Commission in South-South, Nigeria. The decision rule mean score of  $\bar{x}3.5$  was used to take decision on all the five (5) points Likert scale. Majority of the respondents with the highest mean scores of 4.1, 4.1, 4.0 and 4.0 respectively strongly agreed that fairness in decision making enhances employees’ performance, officials treating employees as an important part of the organization boost employees’ value creation, fair managers-employees relationship, give employees a sense of respect, recognition and belongingness and informing employees properly and correctly in matters of organizational decision making promote their commitment.

**Table 4.4: Examine the effect of interpersonal justice on employees’ output of Civil Service Commission in South-South, Nigeria.**

N=337

RESPONSES	SA 5	A 4	UN 3	D 2	SD 1	TOTAL	MEAN	Std. Dev.
Treating employees with kindness promotes their performance	152	131	25	18	11	1406	4.2	.062
Positive interactions and collaborations among the employees and managers improve productivity	148	131	23	19	16	1387	4.1	.027
Good interpersonal relations among workers enhances job satisfaction	144	139	24	11	19	1389	4.1	.946
Treating employees with respect and holding them in high esteem enhance their morale	142	136	19	24	17	1376	4.1	.939

Source: Field Survey, 2024

Table 4.4 above showed the effect of interpersonal justice on employees’ output of Civil Service Commission in South-South, Nigeria. The decision rule mean score of  $\bar{x}3.5$  was used to take decision on all the five (5) points Likert scale. Majority of the respondents with the highest mean scores of 4.2, 4.1, 4.1 and 4.1 respectively strongly agreed that treating employees with kindness promotes their performance, good interpersonal relations among workers enhances job satisfaction, positive interactions and collaborations among the employees and managers improve productivity and treating employees with respect and holding them in high esteem enhance their morale.

### Test of Hypotheses

**H0<sub>1</sub>: Interactional justice cannot significantly boost employees’ engagement of Civil Service Commission in South-South, Nigeria.**

**Table 4.5: ANOVA test on interactional justice and employees’ engagement**

Mode	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	71.887	4	17.972	144.935	0.000
Residual	41.375	333	.124		
Total	113.263	337			

Source: Field Data, 2024

Table 4.5 ANOVA result on interactional justice and employees' engagement shows f- statistics = 144.935, mean square of 17.972 with p- value = 0.000 < 0.05% significance level, we therefore reject null hypothesis and accept the alternative hypothesis which states that interactional justice significantly boost employees' engagement of Civil Service Commission in South-South, Nigeria.

**H0<sub>2</sub>: Informational justice at low degree enhances employees' efficiency of Civil Service Commission in South-South, Nigeria.**

**Table 4.6: ANOVA test on informational justice and employees' efficiency**

Mode		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	95.281	2	47.641	573.988	0.000
	Residual	27.759	335	.083		
	Total	123.040	337			

**Source: Field Data, 2024**

Table 4.6 ANOVA result on informational justice and employees' efficiency shows f- statistics = 573.988, mean square of 47.641 with p- value = 0.000 < 0.05% significance level, we therefore reject null hypothesis and accept the alternative hypothesis which states that informational justice positively enhance employees' efficiency of Civil Service Commission in South-South, Nigeria.

**H0<sub>3</sub>: Interpersonal justice has no significant effect on employees' output of Civil Service Commission in South-South, Nigeria.**

**Table 4.7: Regression analysis on interpersonal justice and employees' output**

Variable	Parameters	Coefficient	Std error	T – value
Constant	$\beta_0$	1.141	0.073	6.074
IJ (X <sub>1</sub> )	$\beta_1$	0.748	0.016	3.171**
<b>R-Square</b>		0.802		
<b>Adjusted R – Square</b>		0.750		
<b>F – statistics</b>		26.309***		

**Source: Field Data, 2024**

Table 4.7 showed the coefficients of interpersonal justice and employees' output. The coefficient of multiple determination (R<sup>2</sup>) was 0.750 which implies that 75.0% of the variations in dependents were explained by changes in the independent variable while 25.0% were unexplained by the stochastic variable indicating a goodness of fit of the regression model adopted in this study which is statistically significant at 1% probability level.

The coefficient of interpersonal justice was statistically significant and positively related to employees' output at 5 percent level (3.171\*\*). Therefore, we reject null hypothesis and accept

the alternative hypothesis that interpersonal justice has a positive significant effect on employees' output of Civil Service Commission in South-South, Nigeria.

### **Discussion of Results**

The ANOVA result one hypothesis one found that interactional justice significantly boost employees' engagement of Civil Service Commission in South-South, Nigeria. This result aligns with the findings Kerse and Naktiyok (2020) who observed that the perception of interactional justice positively affects both conscientiousness for work and work engagement. The findings of their analysis also showed that the effect of interactional justice on work engagement was partially mediated by conscientiousness for work.

ANOVA result on hypothesis two stated that informational justice positively enhance employees' efficiency of Civil Service Commission in South-South, Nigeria. The study was supported by the findings of Rabia, Sara and Maqsood (2023) on the impact of the informational justice and interpersonal justice on organization commitment among the employees of Millat Tractors of Lahore (Pakistan). The results indicated that informational justice was foremost predictor of organizational commitment while interpersonal justice was also predictor of organization commitment.

Simple linear regression on hypothesis three stated that interpersonal justice has a positive significant effect on employees' output of Civil Service Commission in South-South, Nigeria. This finding is in correlation with the findings of Constanze, Paraskevi, Claudia and Constanze (2020) on is interpersonal justice related to group and organizational turnover. The study findings showed that organizational turnover associated positively and group turnover negatively with changes in interpersonal justice perceptions and recommended that for enhanced organizational performance, interpersonal justice should be upheld.

### **Conclusion**

The main purpose of this study was to assess the effect of interactional justice on employees' engagement of Civil Service Commission in South-South, Nigeria. However, based on the observations and empirical evidence, this research observed that all interactional justice is directly linked to employees' engagement of Civil Service Commission. The results showed that interactional justice significantly boost employees' engagement, informational justice positively enhance employees' efficiency and interpersonal justice has a positive significant effect on employees' output. Therefore it was concluded that interactional justice has a positive significant relationship with employees' engagement of Civil Service Commission in South-South, Nigeria.

## References

- Agyemang, C. B. (2013). Perceived Organizational Climate and Organizational Tenure on Organizational Citizenship Behavior: Empirical study among Ghanaian banks. *European Journal of Business and Management*, 5(26), 132-142.
- Ahmad, S. (2020). Corporate culture and employee's performance: An overview. *Journal of Management and Sciences*
- Ajala, E.M. (2015). The influence of organizational justice on employees' commitment in manufacturing firms in Oyo State, Nigeria: implications for industrial social work. *African Journal of Social Work*, 5(1), June 2015 93.
- Al-Zu'bi, H.A. (2010). A study of relationship between organizational justice and job satisfaction. *International Journal of Business and Management*, 5(12):102-109.
- Anitha, J. (2014). Determinants of employee engagement and their impact on employee performance, *International Journal of Productivity and Performance Management*, 63 (3).
- Anwar, K., & Ghafoor, C. (2017). Knowledge management and organizational outcome: A study of private universities in Kurdistan. *International Journal of Social Sciences & Educational Studies*, 4(2), 53.
- Ariani, D. (2013). The relationship between employee engagement, organizational citizenship behaviour, and counter-productive work behavior, *International Journal of Business Administration*, 4(2).
- Ashwini, A., Archana, S., Bhavana, L., & Ashish S. (2022). The mediating role of perceived organizational support in the relationship between employee engagement and employee retention in the Indian hospitality industry pacific. *Business Review International* 14 (8).
- Au, A.K.C., Leung, K. (2016). Differentiating the effects of informational and interpersonal justice in co-worker interactions for task accomplishment. *Applied Psychology: An International Review*, 65(1), 132–159.
- Awotibede, S. O. (2018). Effect of performance incentives on employee efficiency in Deposit money banks in Dustin-Ma, Kastina State. A research project, *Federal University, Dustin-Ma, Kastina*, 1- 120
- Bhardwaj, B. & Kalia, N. (2020). Contextual and task performance: role of employee engagement and organizational culture in hospitality industry. *Journal of Management*, 18(2).
- Choudhry, N., Philip, P.J. & Kumar, R. (2011). Impact of organizational justice on organizational effectiveness. *Industrial Engineering Letters*, 1(3), 18-24.
- Colquitt, J. (2012). Organizational justice. *The Oxford Handbook of Organizational Psychology*, 1, 526–547.
- Colquitt, J.A. (2001). On the dimensionality of organizational justice: A construct validation of a measure. *Journal of Applied Psychology*, 86(3), 386-400.

- Colquitt, J.A., Conlon, D.E., Wesson, M.J., Porter, C.O.L.H. & Ng, K.Y. (2006). Justice at the millennium: A meta-analytic review of 25 years of organizational justice research. *Journal of Applied Psychology*, 86, 425– 445.
- Constanze, L., Paraskevi, P., Claudia, B. & Constanze, E. (2020). Is interpersonal justice related to group and organizational turnover? Results from a Swedish panel study. *Social Science & Medicine* 3(1), 13-56.
- Cook, K.S. (2006). Social exchange theory. Theory and experimental results. *American Journal of Sociology*, 4(6), 275–305.
- Creswell, J. (2014). *Research design: qualitative, quantitative and mixed methods approaches*, 4th ed United Kingdom: Sage Publications.
- Cropanzano, R., & Greenberg, J. (2007). Progress in organizational justice: tunneling through the maze. *International Review of Industrial and Organizational Psychology*, 12(1), 317-372.
- Cropanzano, R., Bowen, D. E., & Gilliland, S. W. (2007). The management of organizational justice. *The Academy of Management Perspectives*, 21(4), 34–48.
- Dabir, A. R. and Azarpira, M. (2016). Investigating the relationship between information justice and social capital. *International Journal of Human Capital Urban Management*, 1(4): 253-266
- Dawwas, M. (2022). The relationship between talent management practices, organizational justice, and employee engagement. *Special Education*, 1(43).
- Deepa, S., (2020). The effects of organizational justice dimensions on facets of job engagement. *International Journal of Organization Theory & Behaviour*, 23(4).
- Diab, S. M. (2015). The impact of organizational justice on the workers performance and job satisfaction in the ministry of health hospitals in Amman. *International Business Research*, 8(2), 187.
- Everard, K. E. and Burrow, J. L. (2001). *Business Principles and Management*. Masin, Ohio: South Western Educational Publishing.
- Faeq, D. K. (2022). The effect of positive affectivity on creative outcome mediating by quality of work life. *Qalaai Zanist Journal*, 7(1), 862-877.
- Faruk, K. (2016). The impact of organizational justice on employee performance: a survey in Turkey and Turkish context. *International Journal of Human Resource Studies*, 6(1),1-11.
- George, C., Omuudu, O., & Francis, K. (2020). Employee engagement: a mediator between organizational inducements and industry loyalty among workers in the hospitality industry in Uganda, *Journal of Human Resources in Hospitality & Tourism*, 19(2).
- Greenberg, J. (1990). Employee theft as a reaction to underpayment inequity: the hidden cost of pay cuts, *Journal of Applied Psychology*. 75(5), 561–568.

- Hicks, A. (2017). Top ten ways to improve employee efficiency in Awotibede, S. O. (2018). Effect of performance incentives on employee efficiency in Deposit money banks in Dustin-Ma, Kastina State. A research project, *Federal University, Dustin-Ma, Kastina*, 1- 120
- Hon, A. & Lin, L. (2010). The mediating role of trust between expatriate procedural justice and employee outcomes in Chinese hotel industry. *International Journal of Hospitality Management*, 29(4).
- Kang, H. & Busser, J. (2018). Impact of service climate and psychological capital on employee engagement: the role of organizational hierarchy. *International Journal of Hospitality Management*, 75(8).
- Karim, D., & Baset., M. (2020). Effect of organizational justice on work engagement in the banking sector in Bangladesh. *Journal of Management Research*, 3(1).
- Karsan, R. & Kruse, K. (2011). *How to increase performance and profits through full engagement*. Hoboken, New Jersey: John Wiley and Sons.
- Kerse, G., & Naktiyok, A. (2020). The effect of interactional justice on work engagement through conscientiousness for work. *Journal of Economy Culture and Society*, 61, 65-84.
- Kim, H.-S. (2009), "Examining the role of informational justice in the wake of downsizing from an organizational relationship management perspective", *Journal of Business Ethics*, 88(2), 297-312.
- Le, H., Zheng, C. and Fujimoto, Y (2016). Inclusion, organizational justice and employee well-being. *International Journal of Manpower*, 37(6), 945-964
- Makad, S. (2015). *Five ways to improve employee efficiency*. <https://www.customer.com/community/blog>
- Mcray J. (2018). Leadership glossary: essential terms for the 21st century. Available from: <https://corp.credoreference.com/component/booktracker/edition/10313.html>.
- Mengstie M. (2020). Perceived organizational justice and turnover intention among hospital healthcare Workers, *BMC Psychol.* 8(1).
- Minseong, K., (2021). Corporate social responsibility, employee engagement, well-being and the task performance of frontline employees. *Management Decision* 59 (8).
- Mittal, S. & Sengupta, A. (2019). Multidimensionality in the organizational justice-trust relationship for newcomer employees: a moderated-mediation model. *Current Psychology*, 38(3).
- Na'imah, T., Tjahjono, H. & Madjid, A. (2022). Validity and reliability testing of organizational justice scale in educational organizations. *Journal of Positive School Psychology*, 6(5).

- Ngwenya, B., & Pelsler, T. (2020). Impact of psychological capital on employee engagement, job satisfaction and employee performance in the manufacturing sector in Zimbabwe. *Journal of Industrial Psychology*, 46(1).
- Poole, W.L. (2007). Organizational justice as a framework for understanding union management relations in education. *Canadian Journal of Education*, 30 (3), 725 – 748.
- Rabia, A. M., Sara, H. & Maqsood, A. (2023). Impact of the informational justice & interpersonal justice on organization commitment. *Research Journal for Societal Issues* 5(3), 181-189.
- Robbins, S. P., & Judge T. A. (2009). Organizational behavior, 12<sup>th</sup> Ed. Molan. B. (penerjemah). *Perilaku Organisasi. Jakarta: Salemba Empat*.
- Robbins, S.P. & Judge, T.A. (2018). Essentials of organizational behavior. *Global Edition. England: Pearson Education Limited*.
- Roeckelein, J. E. (2018). Elsevier's dictionary of psychological theories: Credo reference. [https://search.credoreference.com/content/entry/estpsychtheory/exchange\\_social\\_exchange\\_theory](https://search.credoreference.com/content/entry/estpsychtheory/exchange_social_exchange_theory). Retrieved 9/10/2019.
- Saks, A., (2019). Antecedents and consequences of employee engagement, *Journal of managerial psychology*, 21(7).
- Schaufeli, W., Salanova, M., Gonzalez-Roma, V. & Bakker, A. (2012). The measurement of engagement and burnout: a two-sample confirmatory factor analytic approach. *Journal of Happiness Studies*, 3(1).
- Taylor, M. (2017). How to improve employee efficiency in Awotibede, S. O. (2018). Effect of performance incentives on employee efficiency in Deposit money banks in Dustin-Ma, Kastina State. A research project, *Federal University, Dustin-Ma, Kastina*, 1- 120
- Thurston, J.R, P.W. & Mcnall, L (2010). Justice perceptions of performance appraisal practices. *Journal of Management Psychology*, 25(3):201-228.
- Waribo, Y, Akintayo, D., Osibanjo A., & Imonophi, D (2019). Assessing employee commitment as a function of organizational justice in Nigeria's corporate affairs commission. Proceedings of SOCIOINT 2019- 6th International Conference on Education, Social Sciences and Humanities 24-26 June 2019- Istanbul, Turkey.