



Organizational Justice and Employee Performance: A Study of the Delta State Hospital Management Board

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Abstract

This study examines the impact of organizational justice on employee performance within the Delta State Hospital Management Board (DSHMB), Nigeria. It explores four dimensions of organizational justice, distributive, procedural, interactional, and informational justice, and their respective effects on employee performance in the public health sector. The study was anchored on organizational justice theory and equity theory, which posits that employees are motivated to perform when they perceive fair treatment within the workplace. A cross-sectional survey design and purposive sampling technique were adopted to collect data from a diverse sample of healthcare professionals, including administrative staff, medical doctors, nurses, pharmacists, and laboratory personnel across various DSHMB hospitals. The study utilized a structured questionnaire to gather primary data from 291 respondents deemed usable. Multiple regression analysis was used to analyze the data and test the hypotheses with the aid of the Statistical Package for Social Sciences (SPSS) Version 23. The findings revealed that all four dimensions of organizational justice have a positive and significant effect on employee performance in DSHMB. This indicates that perceptions of fairness in outcomes, procedures, interpersonal treatment, and information sharing play a vital role in enhancing staff commitment, motivation, and productivity within the public healthcare system. The study concluded that fostering a just organizational climate is essential for improving employee performance in healthcare institutions. The positive influence of organizational justice suggests that hospital administrators should prioritize fairness in both policy implementation and daily management practices. It recommended, among others, that the DSHMB implement a transparent and equitable reward system to strengthen distributive justice. Ensuring fair compensation and recognition for contributions will enhance employee satisfaction and overall performance. This study contributes to the broader discourse on organizational justice by establishing its practical relevance in the Nigerian healthcare context and offers a foundation for further comparative and longitudinal research.

Introduction

In today's dynamic, globalized, and increasingly competitive work environment, organizational justice has gained significant attention as a foundational element in shaping

employee behaviour, workplace harmony, and overall organizational effectiveness. The concept of organizational justice, initially introduced by Greenberg (1987), refers to employees' perceptions of fairness in

organizational procedures, interactions, and outcomes. These perceptions of fairness influence how employees interpret their treatment at work, how they respond to organizational decisions, and how they align their efforts with organizational goals.

Globally, a growing body of empirical research has linked organizational justice to a wide range of positive individual and organizational outcomes. These include job satisfaction, trust in leadership, organizational commitment, employee engagement, and job performance (Colquitt et al., 2022). In the long run, organizations perceived as fair by their employees tend to enjoy lower turnover intentions, stronger employee loyalty, greater productivity, and enhanced innovation. Conversely, perceptions of injustice can result in absenteeism, workplace conflict, decreased morale, and resistance to change.

Organizational justice is commonly conceptualized through four distinct but interconnected dimensions. Distributive justice pertains to the perceived fairness in the allocation of resources and rewards, such as pay, promotions, and recognition. Procedural justice relates to the fairness of the processes used to arrive at decisions, emphasizing transparency, consistency, and neutrality. Interactional justice refers to the degree of respect and dignity with which individuals are treated by supervisors and colleagues, while informational justice concerns the adequacy and honesty of explanations provided about decisions and policies (Colquitt, 2001).

Studies from both developed and developing countries consistently show that organizational justice significantly influences employee behaviours beyond basic job duties. These include organizational citizenship behaviour (OCB), the discretionary actions that go beyond formal job requirements, as well as motivation, loyalty, and adaptability during organizational changes. In high-income nations like the United States, the United Kingdom, and Germany, strong

procedural and Interactional justice mechanisms have been linked to higher employee satisfaction and increased organizational innovation (Loi et al., 2009; Kim & Beehr, 2021). In contrast, research from developing nations, including China, Brazil, India, and Nigeria, suggests that justice perceptions are deeply influenced by socio-cultural norms, economic conditions, and institutional frameworks. These contextual factors can either strengthen or weaken the relationship between justice and performance (Rupp et al., 2023).

In light of these international trends, scholars have emphasized the importance of conducting culturally nuanced and context-specific research. Multinational organizations and public institutions alike are increasingly challenged to tailor justice frameworks to suit diverse employee expectations and local conditions. Therefore, gaining an in-depth understanding of how organizational justice functions within specific national or regional settings is critical for developing effective human resource management strategies. In the Nigerian context, especially within the public health sector, issues of fairness and equity in employee treatment remain highly pertinent. The Delta State Hospital Management Board (DSHMB), responsible for administering and managing secondary healthcare institutions across the state, presents a compelling case study. Over the years, the Board has faced persistent human resource challenges, including frequent industrial actions, low staff morale, complaints about inequitable promotion practices, and a significant outflow of skilled health professionals to private or foreign sectors.

These challenges point toward possible gaps in the perception and implementation of organizational justice within the Board's system. For instance, employees who perceive favoritism in promotions or inconsistencies in disciplinary actions may become demotivated or disengaged. Similarly, poor communication

from management and a lack of recognition may erode trust, diminish morale, and ultimately reduce performance.

While some studies have broadly addressed human resource challenges in Nigerian healthcare institutions, few have specifically explored how organizational justice influences employee performance within state-managed hospitals. Given the strategic importance of human capital in healthcare delivery, especially in resource-constrained environments, there is a clear need for focused research on this subject. Understanding how fairness in outcomes, processes, treatment, and communication shapes the behaviour and effectiveness of healthcare workers is vital to designing interventions that can enhance workforce stability, motivation, and service quality. Therefore, this study filled the existing empirical gap by investigating the relationship between organizational justice and employee performance in the Delta State Hospital Management Board. The specific objectives were to:

- i. Examine the influence of distributive justice on employee performance in the Delta State Hospital Management Board.
- ii. Assess how procedural justice impacts employee performance in the Delta State Hospital Management Board.
- iii. Explore the role of interactional justice on employee performance in the Delta State Hospital Management Board.
- iv. Determine the effect of informational justice on employee performance in the Delta State Hospital Management Board.

Literature Review

Organizational Justice

Justice is often equated with fairness, and in organizations, it reflects how employees judge actions and decisions as being fair or unfair. Workers naturally assess whether wages, promotions, hiring, and decision-making processes are transparent and equitable. When

fairness is perceived, employees show trust, motivation, and commitment; but when it is lacking, morale and performance suffer (Chandrawaty & Widodo, 2021).

The idea of organizational justice, introduced by Greenberg in 1987, refers to employees' perceptions of fairness in the workplace. Scholars view it as the extent to which management decisions, such as pay, promotions, rewards, policies, and task assignments, are fair and ethical (Okocha & Anyanwu, 2016; Kalay, 2016; Imran, 2016). In simple terms, it is how employees evaluate whether they are treated justly by their organization.

Organizational justice matters because it shapes employee behaviour and organizational outcomes. Fair practices foster trust, job satisfaction, and productivity, while unfair treatment often results in dissatisfaction, absenteeism, or turnover (Rowland & Hall, 2012; Zayer & Benabdelhadi, 2020). It also strengthens collaboration, reduces workplace conflict, and enhances an organization's reputation (Al Aina & Atan, 2020). Overall, organizational justice, whether in pay, promotion, performance appraisal, or conflict resolution, is a cornerstone of healthy work environments. Organizations that uphold fairness retain talent, achieve higher productivity, and build long-term success (Timan et al., 2024).

Employee Performance

Performance refers to how well employees accomplish the tasks assigned to them. Mangkunegara (2018) defines it as the quality and quantity of work achieved by employees in fulfilling their responsibilities. It can be evaluated based on an employee's ability to complete tasks and meet set standards. Employees who meet or exceed these standards are considered to have good performance, while those who fall short are seen as underperforming (Okolie & Kawedo, 2018).

Orhero and Okolie (2020) note that performance reflects an organization's capacity to reach its goals through the positive contributions of its members. Similarly, Faruk (2016) emphasizes that organizational success largely depends on employee performance both individually and collectively. The better the employees perform, the stronger the organization's overall performance. According to Nurak and Riana (2017), employee performance can also be assessed by their contributions toward organizational objectives within a given period, as well as their creativity and efficiency in carrying out tasks. Employees who fail to meet expectations may not receive rewards or could face disciplinary actions.

Organizational Justice and Employee Performance

Organizational justice is essential for effective performance evaluation and influences outcomes like job satisfaction, commitment, conflict, and turnover (Manal et al., 2021). Research shows that fair treatment in the workplace improves performance through increased job satisfaction, trust, and employee engagement. Procedural justice is particularly important for determining employee performance, though distributive and interactional justice also positively affect both self-rated and supervisor-rated performance (Faruk, 2016).

Ensuring organizational justice aligns with management practices helps reduce absenteeism, low morale, and turnover while boosting commitment and satisfaction (Syarifah, 2016). It also encourages extra-role behaviours, proactive attitudes, and cooperation, as employees who feel fairly treated demonstrate higher trust and organizational citizenship (Hyder et al., 2022). Therefore, integrating organizational justice into workplace practices is crucial for maximizing employee performance.

Distributive Justice and Employee Performance

Distributive justice focuses on employees' perceptions of fairness in how resources, rewards, and outcomes are allocated. Based on equity theory, employees compare their effort-to-reward ratio with that of colleagues. When they perceive fairness, motivation and productivity increase; when they perceive imbalance, dissatisfaction and disengagement arise. Empirical studies support this link. Garba et al. (2022) found that fair reward distribution positively influenced employee performance in Nigeria's Federal Capital Territory. Similarly, Ebiem and Ikediugwu (2023) reported that school principals in Anambra State who treated teachers fairly and explained decisions achieved higher teacher performance. In the banking sector, Agbim et al. (2023) observed that equitable reward distribution improved both task and contextual performance. In healthcare, Alshammari and Ali (2024) showed that fair workloads and recognition boosted nurses' performance, which enhanced patient satisfaction.

Distributive justice also strengthens job involvement, satisfaction, and organizational commitment, indirectly improving performance (Rivai et al., 2019). Theoretically, equity theory suggests that perceived unfairness motivates employees to adjust behavior to restore balance, while social exchange theory emphasizes reciprocity, fair treatment encourages employees to go beyond their duties, engage in organizational citizenship behaviours, and reduce turnover intentions (Adams, 1963).

Procedural Justice and Employee Performance

Procedural justice ensures that organizational decisions are made through clear, consistent, and transparent processes, building trust, engagement, and improving performance. Employees who perceive fairness show higher

commitment and proactive behavior, while unfair procedures lead to disengagement and counterproductive actions (Adams, 1963; Cropanzano & Mitchell, 2005).

Studies show procedural justice enhances task performance, organizational citizenship behaviors, and engagement by fostering trust and a sense of belonging (Li et al., 2022; Kim & Lee, 2022). It also reduces turnover intentions and social loafing by creating meaningful work and favorable job conditions (O'Callaghan, 2024).

In industrial settings, transparent job analyses and clearly defined roles increase perceived fairness, boosting employee trust, security, and effectiveness (Khtatbeh et al., 2020). Organizations can strengthen procedural justice by involving employees in decisions, maintaining consistent policies, providing appeal mechanisms, training managers, and regularly assessing fairness perceptions, which collectively enhance performance.

Interactional Justice and Employee Performance

Interactional justice focuses on respectful, transparent, and fair treatment that builds trust and emotional safety. In high-pressure sectors like healthcare, education, and services, it significantly affects employee well-being, team cohesion, and overall performance. Studies show that fair and considerate treatment reduces feelings of broken trust, strengthens emotional resilience, and enhances engagement (Mohamed et al., 2018; Cheng et al., 2022; Dong & Zhong, 2022).

In industries such as technology and manufacturing, interactional justice improves job satisfaction, commitment, and retention while reducing conflict and counterproductive behaviors. For example, in Jordan and Ethiopia, fair communication and treatment were linked to higher performance, stronger team trust, and lower turnover intentions (Uraon & Kumarasamy, 2024; Kebede & Wang, 2022). Overall, prioritizing respectful

and transparent interactions fosters a supportive work environment where employees feel valued, empowered, and motivated to perform at their best.

Informational Justice and Employee Performance

Informational justice refers to employees' perceptions of transparency, honesty, clarity, and timeliness in organizational communication, particularly regarding decisions and policies. Unlike distributive or procedural justice, it emphasizes the quality of information shared and the reasoning behind decisions. When leaders communicate openly and clearly, employees gain trust, role clarity, and motivation, which enhances performance.

Research shows informational justice reduces counterproductive behaviors like knowledge hiding, lowers anxiety during uncertain times, and strengthens engagement, job satisfaction, and retention (Xu et al., 2023; van den Bos & Lind, 2021; Uraon & Kumarasamy, 2024). Fostering understanding and trust encourages discretionary effort, collaboration, and overall organizational effectiveness (Zahran & Eldossoqi, 2021).

Empirical Review

Several studies have explored the impact of organizational justice on employee performance across different countries and sectors. Faruk (2016) examined 942 public school teachers in Turkey and found that distributive justice positively influenced task performance, while procedural and interactional justice had no significant effect. Similarly, Kalay (2016) reported that distributive justice significantly enhanced employees' performance, though the study did not identify key determinants of justice.

In Indonesia, Nurak and Riana (2017) studied 104 government employees and found that organizational justice significantly improved job satisfaction and performance, with job

satisfaction further boosting performance. They emphasized the importance of interactional and informational justice in enhancing employee satisfaction. Arab and Atan (2018) studied 402 employee-manager pairs in Iraq's higher education institutions, finding that all justice dimensions contributed to job satisfaction and performance, with interactional justice having the strongest effect and interacting with distributive justice to improve performance.

In Nigeria, Orishede and Bello (2019) examined 202 bank employees and found that distributive, procedural, and interactional justice positively influenced performance. They recommended transparent decision-making, fair workload distribution, and respectful communication to sustain employee effectiveness. Similarly, Oluyemisi et al. (2024) and Kolawole et al. (2025) reported that all three dimensions of organizational justice positively affect performance and job satisfaction in Nigeria's private and banking sectors. Their studies highlight the need for fair rewards, transparent policies, and respectful interactions to enhance employee morale, commitment, and organizational success.

Theoretical Framework

This study is based on Organizational Justice Theory, developed by Jerald Greenberg in the 1980s. The theory highlights that employees' perceptions of fairness, whether in outcomes (distributive justice), decision-making processes (procedural justice), or interpersonal treatment (interactional justice), strongly influence their attitudes and behavior at work (Greenberg, 1987; Przęczek et al., 2020). Distributive justice relates to fair outcomes like pay and promotions, procedural justice concerns the fairness of the processes used to make decisions, and interactional justice focuses on respectful treatment and communication from leaders (Zayer & Benabdelhadi, 2020).

Research shows that when employees perceive fairness across these dimensions, they are more satisfied, loyal, productive, and engaged. Justice also encourages positive behaviors such as organizational citizenship and reduces counterproductive behaviors like withdrawal or workplace deviance (Colquitt et al., 2001; Folger & Konovsky, 1989). Procedural fairness, for example, enhances compliance and trust, while respectful interactions foster cooperation and discretionary effort.

However, critics note that fairness is subjective, influenced by personal values, cultural context, and emotional factors, which the theory does not fully capture. It also often relies on laboratory studies, raising concerns about how well it reflects real-world workplace complexity (Mitchell et al., 2021; Aisha et al., 2024; Briganti et al., 2023; Colquitt et al., 2005). Despite these limitations, embedding justice in policies, culture, and leadership remains both ethically important and strategically beneficial.

Colquitt (2001) notes that while Organizational Justice Theory divides fairness into distributive, procedural, interactional, and informational dimensions, these often overlap in practice. For example, unfair procedures may also be seen as disrespectful treatment, making it harder to measure justice clearly. Roberson and Stevens (2006) add that the theory focuses on individual perceptions within daily interactions, sometimes overlooking broader systemic or cultural inequities. Ambrose and Schminke (2009) highlight that theory often treats fairness as static, missing how perceptions develop over time through ongoing experiences and trust.

Despite these limitations, the theory is valuable for understanding how perceived fairness affects employee motivation, behavior, and performance. Distributive justice relates to fair outcomes like pay or promotions; procedural justice focuses on fair decision-making processes; interactional

justice emphasizes respectful treatment; and informational justice concerns clear, transparent communication.

Fair workload distribution, transparent procedures, and respectful interactions can enhance trust, commitment, and productivity. When employees perceive fairness, they demonstrate positive behaviors such as organizational citizenship, loyalty, and job satisfaction. Conversely, perceived injustice can lead to absenteeism, low morale, and turnover, critical issues in overstretched healthcare settings. Ultimately, the application of this theory can support the development of a more motivated, committed, and high-performing healthcare workforce in the Delta State Hospital Management Board. Based on the literature review, the following hypotheses were formulated to guide this study:

- i. H₀₁: Distributive justice has no significant positive effect on employee performance in the Delta State Hospital Management Board.
- ii. H₀₂: Procedural justice has no significant positive effect on employee performance in the Delta State Hospital Management Board.
- iii. H₀₃: Interactional justice has no significant positive impact on employee performance in the Delta State Hospital Management Board.
- iv. H₀₄: Informational justice has no significant positive effect on employee performance in the Delta State Hospital Management Board.

Research Methodology

This study employed a cross-sectional research design, which involves collecting data from a diverse group of respondents at a single point in time (Check & Schutt, 2012; McNabb, 2012; Devare, 2015). This approach is suitable because it allows simultaneous measurement of both the independent variable (organizational justice) and the dependent variable (employee performance) without

manipulating or controlling them (Obasi, 2000). It enables quantitative data collection from a wide population, allowing comparisons across different hospitals and employee categories while identifying patterns in perceptions of justice without long-term observation.

The study population comprised staff of the Delta State Hospital Management Board (DSHMB), including medical doctors, nurses and midwives, pharmacists and laboratory scientists, administrative officers, and support staff. According to 2024 data from the DSHMB Human Resource Department, the total workforce is approximately 3,500 employees. This includes 200 administrative staff at the Asaba headquarters, 450 doctors, 1,700 nurses and midwives, 350 pharmacists and lab scientists, 430 health records officers and technicians, 250 allied health professionals, and 120 support staff. These employees work across general, specialist, and cottage hospitals in all 25 Local Government Areas of Delta State. The sample size for the study was determined using Yamane's (1967) formula.

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

Where:

- i. n = sample size
- ii. N = population size (3,500)
- iii. e = level of precision (0.05)
 $n = \frac{3500}{1 + 3500(0.05)^2}$
 $n = \frac{3500}{1 + 8.75} = 359$

Thus, a sample of 359 respondents was selected for the study.

The study used primary data collected through a structured, closed-ended questionnaire, a widely used tool in quantitative research for generating measurable data suitable for statistical analysis (De-Leeuw, 2008). The questionnaire had three sections: Section A collected demographic information, Section B focused on organizational justice, and Section C covered employee performance. Responses were measured on a five-point Likert scale ranging from Strongly Disagree to Strongly

Agree, ensuring consistency and relevance. Items on organizational justice: distributive, procedural, interactional, and informational were adapted from Niehoff and Moorman (1993) and Colquitt (2001), while employee performance items were adapted from Goodman and Svyantek (1999) and Williams and Anderson (1991). These items were adjusted to fit the healthcare context of the Delta State Hospital Management Board (DSHMB), ensuring content validity.

Data analysis was performed using SPSS version 23, employing inferential statistics. Multiple regression analysis was used to examine how the dimensions of organizational justice predicted employee performance and to explore their relationships.

Results and Discussion

The study examined the relationship between organizational justice and employee performance at the Delta State Hospital Management Board. Out of 359 questionnaires distributed, 291 were returned, yielding an 80.9% response rate, which indicates strong participant engagement and supports the reliability of the data. Multiple regression analysis was performed at a 5% significance level to assess the impact of organizational justice on employee performance and to test the study's hypotheses. A summary of the regression results is presented in Table 1.

Table 1: Multiple Regression of the Influence of Organizational Justice on Employee Performance

| Model Summary | | | | | | |
|---|-----------------------|-----------------------------|------------|---------------------------|----------------------------|-------------------|
| Model | | R | R Square | Adjusted R Square | Std. Error of the Estimate | |
| 1 | | .729 ^a | .566 | .547 | .531 | |
| ANOVA ^a | | | | | | |
| Model | | Sum of Squares | Df | Mean Square | F | Sig. |
| 1 | Regression | 75.564 | 1 | 73.505 | 135.509 | .000 ^b |
| | Residual | 250.259 | 290 | .426 | | |
| | Total | 325.823 | 291 | | | |
| Coefficients ^a | | | | | | |
| Model | | Unstandardized Coefficients | | Standardized Coefficients | T | Sig. |
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | - 2.570 | .124 | | -5.247 | .001 |
| | Distributive justice | .288 | .057 | .275 | 4.523 | .000 |
| | Procedural justice | .280 | ..050 | .264 | 3.940 | .000 |
| | Interactional justice | .346 | .043 | .313 | 9.207 | .000 |
| | Informational justice | .269 | .047 | .241 | 4.255 | .000 |
| a. Dependent Variable: Employee performance | | | | | | |

a. Dependent Variable: Employee performance

Source: SPSS Output, 2025

Table 1 presents the results of a multiple linear regression analysis used to examine how the dimensions of organizational justice (distributive, procedural, interactional, and informational justice) influence employee performance in the Delta State Hospital Management Board. The analysis revealed that all four dimensions have a positive and statistically significant effect on employee performance at the 5% significance level: Distributive justice ($B = 0.288$, $p = .000$) significantly contributes to performance, suggesting that fair distribution of rewards and outcomes motivates employees. Procedural justice ($B = 0.280$, $p = .000$) also has a meaningful influence, indicating that transparent and consistent decision-making processes enhance employee commitment and

output. Interactional justice ($B = 0.346$, $p = .000$) emerged as the strongest predictor, highlighting that respectful and dignified interpersonal treatment greatly boosts employee performance. Informational justice ($B = 0.269$, $p = .000$) shows that clear, timely, and honest communication plays a vital role in promoting effectiveness at work.

Interactional justice has the highest standardized beta (0.313), indicating it is the strongest predictor of employee performance among the four dimensions. Distributive, procedural, and informational justice also show substantial and statistically significant contributions.

Overall, the model explains approximately 56.6% of the variance in employee performance ($R^2 = 0.566$), confirming that

perceptions of fairness across multiple organizational processes significantly impact how well employees perform their duties. The regression analysis reveals that organizational justice significantly and positively influences employee performance in the Delta State Hospital Management Board. The model explains over half of the variability in performance, with interactional justice (respectful and dignified interpersonal treatment) exerting the strongest influence. This highlights the importance of fairness in both decision-making processes and employee interactions in enhancing workplace outcomes.

Discussion of Findings

The study examined the relationship between organizational justice and employee performance in the Delta State Hospital Management Board (DSHMB), focusing on distributive justice in its first hypothesis. The findings revealed that fair allocation of resources, rewards, and workloads positively and significantly influences employee performance. Employees who perceive equitable treatment are more motivated, engaged, and likely to align their efforts with organizational goals.

This supports prior research by Colquitt et al. (2001) and Abdullah & Al-Abrrow (2023), highlighting that fair distribution of salaries, promotions, and recognition boosts trust, commitment, and overall productivity. The results also align with Adams' (1965) equity theory, which explains that employees compare their contributions and rewards with those of peers; perceived fairness increases satisfaction and motivation, while perceived inequity can reduce performance.

In healthcare contexts like DSHMB, where staff face demanding conditions and limited resources, fair rewards and workload distribution enhance morale, reduce turnover, and encourage voluntary, cooperative behaviors such as teamwork, punctuality, and initiative (Hassan, 2013; Adil et al., 2017;

Agbim et al., 2021). Ensuring distributive justice in allocating remuneration, equipment, career opportunities, and duties is therefore essential for staff well-being and high-quality service delivery across the state's hospitals. Thus, the study confirms that distributive justice is a key driver of employee performance in public health institutions. By promoting fairness in outcomes, management can strengthen staff motivation, loyalty, and performance, ultimately enhancing institutional efficiency and service quality.

The study's second hypothesis examined procedural justice and found that it has a positive and significant impact on employee performance at the Delta State Hospital Management Board (DSHMB). Employees who perceive organizational processes, such as promotions, duty scheduling, grievance handling, and resource allocations fair and consistent are more motivated, committed, and productive. This highlights the importance of transparent and participatory management practices in public healthcare.

This aligns with Ali (2016) and Azubuike & Madubochi (2021), who identified six criteria for procedural fairness: consistency, bias suppression, accuracy, correctability, representativeness, and ethicality. Applying these principles assures employees that decisions are based on objective standards, fostering trust in leadership and willingness to engage meaningfully in their work. Similarly, Colquitt (2001) emphasized that procedural justice builds trust, job satisfaction, and constructive employee behavior. Even when outcomes are not personally favorable, fair processes encourage employees to support organizational decisions. Blader and Tyler (2003) also showed that fair procedures strengthen employees' sense of inclusion and social belonging, motivating cooperation and alignment with organizational goals critical in healthcare settings that rely on teamwork.

Moreover, Çalik and Adams (2023) noted that procedural justice promotes organizational

citizenship behaviors (OCBs), such as helping colleagues, taking initiative, and going beyond formal duties, behaviors essential in healthcare for patient care and service efficiency. In the operational context of DSHMB, where public hospitals face high workloads, limited resources, and bureaucratic challenges, fair and inclusive procedures boost morale, trust, and employee commitment. Staff are more likely to perform effectively when they see policies applied consistently and have a voice in decisions affecting their work. Overall, the study confirms that procedural justice is a key driver of employee performance in public healthcare. Implementing transparent, standardized, and participatory processes enhances staff engagement, service quality, and organizational effectiveness, making it a vital strategy for hospital management. The study's third hypothesis examined interactional justice and found that it has a positive and significant effect on employee performance at the Delta State Hospital Management Board (DSHMB). When employees are treated with respect, dignity, and empathy by supervisors, and when communication is clear, honest, and timely, their motivation, engagement, and task performance improve. This highlights the importance of interpersonal treatment and transparent communication in shaping work behaviors. This aligns with Bies and Moag (1986) and Dike et al. (2021), who define interactional justice as comprising interpersonal justice (respectful, considerate treatment) and informational justice (adequate and truthful explanations). In high-pressure environments like DSHMB, such treatment fosters trust, commitment, and psychological safety, which directly enhances performance. Similarly, Colquitt (2001) emphasized that respectful and sincere managerial interactions reduce feelings of marginalization and encourage employees to invest fully in their roles. Studies by Faruk (2016) and Fiaz et al.

(2020) also show that how decisions are communicated affects employee reactions; poor communication can lead to withdrawal, resistance, or reduced performance, even if the outcome is fair.

Cropanzano et al. (2002) found that interactional justice promotes organizational citizenship behaviors (OCBs), including helping colleagues, showing initiative, and voluntary contributions, which are crucial in healthcare where teamwork and patient care are essential. At DSHMB, fair and respectful treatment by supervisors creates a supportive work environment, improves morale, reduces conflict, and encourages proactive engagement. Conversely, disrespect or poor communication erodes trust and hampers performance. Overall, the study confirms that interactional justice is a key driver of employee performance at DSHMB. By fostering respectful, transparent, and empathetic communication and training managers in emotional intelligence and conflict sensitivity, the organization can enhance staff motivation, teamwork, and overall healthcare delivery.

The study's fourth hypothesis examined informational justice and found that it has a positive and significant effect on employee performance at the Delta State Hospital Management Board (DSHMB). This indicates that when employees receive timely, clear, and adequate explanations about workplace decisions, policy changes, or administrative actions, their motivation, engagement, and overall job performance improve. This aligns with Manal et al. (2021), who highlighted informational justice as a key aspect of interactional justice, emphasizing fair and transparent communication. In healthcare, where decisions affect both staff and patient outcomes, providing accurate information helps employees understand decisions, reduces uncertainty, and encourages proactive contributions.

Research by Oluyemisi et al. (2024) shows that fairness, completeness, and transparency of communication strongly influence employee trust, satisfaction, and task performance. Even when outcomes are unfavorable, employees are more likely to respond positively if they perceive the communication as fair. Similarly, Percunda et al. (2020) found that adequate explanations help employees accept difficult decisions and maintain cooperative behavior.

In the DSHMB context, clear and inclusive communication fosters a sense of belonging, inclusion, and loyalty, which is crucial in healthcare teams where coordination and collaboration directly impact patient care. Conversely, unclear or delayed communication can lead to confusion, mistrust, and reduced performance. Overall, the study confirms that informational justice is a vital driver of employee performance in public healthcare institutions. By implementing structured and transparent communication practices, such as regular briefings, accessible policy updates, and feedback mechanisms, management can enhance clarity, trust, and accountability, thereby boosting staff motivation, engagement, and performance.

Conclusion and Recommendations

This study examined how organizational justice influences employee performance at the Delta State Hospital Management Board (DSHMB), focusing on four key dimensions: distributive, procedural, interactional, and informational justice. The findings show that all four dimensions significantly enhance employee performance, highlighting the crucial role of perceived fairness in shaping motivation, engagement, and commitment. Distributive justice, fairness in the allocation of rewards, salaries, promotions, recognition, and workloads was found to strongly influence performance. Employees who feel appropriately rewarded for their contributions

are more motivated, satisfied, and committed to organizational goals.

Procedural justice, or the fairness of decision-making processes, also positively affects performance. Transparent, consistent, and unbiased procedures in promotions, appraisals, and disciplinary actions build trust in management and encourage organizational citizenship behaviors, which are essential in a healthcare setting. Interactional justice, which reflects respectful, dignified, and empathetic treatment from supervisors and colleagues, was shown to boost morale, reduce conflicts, and improve workplace relationships, directly supporting better performance.

Informational justice, or providing clear, timely, and accurate information about decisions and policies, emerged as another key driver. When employees understand the rationale behind organizational actions, they are more engaged, less uncertain, and more willing to contribute effectively. In conclusion, fostering organizational justice is both ethically important and strategically beneficial for improving performance in public healthcare. The study recommended that the DSHMB should:

- i. Implement transparent and fair reward systems that align compensation, promotions, and recognition with employee contributions, ensuring clear communication of criteria.
 - ii. Adopt standardized and participatory decision-making processes that involve employee input and feedback, promoting fairness and accountability.
 - iii. Train managers in respectful leadership and effective communication to strengthen interpersonal relations, reduce conflicts, and enhance motivation and productivity.
- By prioritizing fairness in policies, procedures, and daily interactions, the DSHMB can enhance employee

morale, reduce turnover, and deliver higher-quality healthcare services.

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