

The Influence of Organizational Justice on Job Satisfaction and Employee Engagement among Consulting Services Workforce in Lagos State

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Abstract

Purpose

The perception of justice in the work environment has become pronounced among sensitive employees globally today. This study investigates the importance of organisational justice on employee job satisfaction and, by extension, its significance on employee engagement in HR management consulting service organisations in Lagos State, Nigeria.

Design/methodology/Approach

This study uses a cross-sectional research design to survey employees of HR management consulting companies in Lagos, Nigeria, using a simple random sampling technique to administer the research instrument. A battery of scales of measurement from several authors was adapted to form a single research questionnaire on 385 participants. A partial least squares (PLS) structural equation model (SEM) was employed to further analyse the collected data from the employees of the chosen HR management consulting service organisations.

Findings

The results of this study demonstrated that organisational justice was pronounced and equitable in those organisations. The findings of the study underscored that procedural justice (how processes of decision-making are reached), and distributive justice (allocation of meaningful resources, reward systems, compensation structure, and recognition), as well as informational justice (provision of adequate data and information alongside clear pattern of communication), and interactional justice (sense of fair treatment among the employees, and interpersonal relationship between management and the employees) have positive significant impact on the job satisfaction of the entire workforce. The outcome of this study established that a satisfied employee will likely be engaged with the workplace in the face of any challenging experience.

Originality

The study contributes novel components to the organisational behaviour and human resource management literature, especially in the context of HR management consulting services. The originality lies in its comprehensive investigation of all four dimensions of organisational justice within a single integrated model, particularly targeting the consulting services employees, a knowledge-intensive industry that received low attention in justice research compared to conventional manufacturing or service industries.

Keywords: *Organisational Justice, Job Satisfaction, Employee Engagement, HR Consulting Services*

1. Introduction

Organisations have become social systems in which employees are the most crucial factor to promote effective performance. Therefore, no organisation can efficiently function or accomplish its goals without a satisfied and

engaged workforce. It then becomes imperative that employee job satisfaction is considered a core element that influences performance and employee engagement in social organisations (Akgerman, Gül, & Sönmez, 2025). In an unpredictable, competitive global work environment, managers must be aware and strive to establish factors that impact the performance and employee job satisfaction. One of the major factors that propel employee satisfaction is organisational justice, which mirrors employees' perception of fairness of treatment obtained from their organisation and their response to such behavioural cues (Akter, Tang & Adnan, 2025). Therefore, organisational justice, or the perception of fairness within the work environment, is directly connected to individual job satisfaction (Awwad & Adaileh, 2025). An individual who often receives fair treatment in his workplace is more likely to be content with his job, get dedicated to the organisation, and frequently exhibit high performance. The implication is that a perception of fairness in all outcomes, procedures, and relationships stimulates a sense of value and trust, provoking a high degree of job satisfaction, whereas a perception of injustice can lead to dissatisfaction, poor employee engagement, turnover incidence, and dysfunctional work behaviour (Pathardikar, Mishra, & Sahu, 2023).

The recent study of Akinwale, Durojaiye, Oluduro and Akeke (2025) has further emphasised that organisational justice is premised on the social exchange theory. This implies that giving something of value to the other party in exchange for a benefit from another willing party. Social exchange, in a way, means that whenever the cost of a relationship is far more than its associated benefits/value, the parties involved should do away with such a relationship (Revilla, Moure, & Marfil, 2025). It must be mutually beneficial and rewarding interactions in a social organisation. Therefore, social exchange emphasises fair treatment of employees that influences positive behaviour towards employee job satisfaction and ultimately employee engagement. In the same paradigm, Aldabbas, Elamin, and Ahmed (2025) claimed that when an individual perceives fair treatment, such an employee reacts more positively by contributing towards the performance of the organisation, which demonstrates satisfaction. Individuals are likely to be satisfied when they perceive they were fairly rewarded for their efforts and energy exerted in the workplace, which is consistent with the reward policies. A workforce with robust job satisfaction was significant as they were of the view that the organisation would be of great value to them and care for their well-being. Therefore, this fosters their dedication to the organisation and, by extension, leads to employee engagement (Raiz *et al.*, 2025).

It has further established that organisational justice essentially shapes both employee job satisfaction and employee engagement by positively impacting employees' perception of justice within their work environment (Gomes & Marques, 2025). Whenever people encounter distributive justice, which is the fair allocation of resources and rewards, procedural justice (fair processes and decision-making approach), and interactional justice (respectful and dignified treatment), employees develop a greater degree of trust and commitment towards their workplace. This perceived fairness positively stimulates job satisfaction as individuals feel appreciated and equitably treated, leading to positive emotional responses and increased motivation in the organisation (Aggarwal, Jaisinghani, & Nobi, 2022). In addition, justice in organisation contributes a crucial role in employee engagement by establishing an ecosystem where employees feel psychologically safe to exert their cognitive, emotional and physical energies into their job roles (Bayar & Asultürk, 2025). Thus, an individual who nurtures the feeling that his workplace is just and fair is more likely to display discretionary effort and exhibit robust emotional integration

to his work and colleagues. However, when there is a perception of injustice in an organisation, workers may experience feelings of inequity and unfairness, leading to reduced satisfaction, poor engagement, and potentially counterproductive work behaviours. Hence, the connection between organisational justice, job satisfaction, and employee engagement offers a strengthening cycle where fair treatment improves positive work experience, which in turn encourages powerful commitment and performance outcomes. It is based on this premise that this study seeks to investigate the influence of organisational justice on job satisfaction and employee engagement among employees in the Nigerian consulting industry.

2. Literature Review

Extant literature on justice in organisations and its possible impact on job satisfaction and employee engagement demonstrates a strong and evolving field of study with persistent results across several research contexts. A recent study has indicated strong associations between certain dimensions of organisational justice and affective commitment, job satisfaction and work engagement, and largely created a foundational understanding of these connections (O'Callaghan, 2024). Prior studies have advanced beyond correlations to examine a mediating framework, with studies showing that trust in the organisation serves as a mediating variable on the relationship between perceived organisational justice (distributive, procedural, interactional and informational justice), and employee outcome. Contemporary literature argued that the multidimensional nature of organisational justice, with distributive justice and procedural justice, strongly played a major role in satisfying employees across diverse professional contexts (Sun *et al.*, 2022). The area has further expanded to investigate organisational justice through the lens of integrated theoretical frameworks, with studies exploring the impacts of organisational justice on job satisfaction through both exchange-based and value-based views (Abdullahi *et al.*, 2025). Additionally, present studies have demonstrated fairness in organisation and its impact on citizenship behaviour via employee work engagement, with organisational support and justice predicting work engagement (Cao *et al.*, 2025; Tran, 2023). A meta-analysis evidence study supports that an organisation may employ justice as an efficient tool to increase employee job satisfaction and performance while discouraging counterproductive work behaviour (Pattnaik & Tripathy, 2023).

2.1 Theoretical Review

2.1.1 Social Exchange Theory

The social exchange theory offers a better theoretical framework to underscore the relationship between justice, job satisfaction, and employee engagement from the perspective of reciprocity. This theory prescribes that an individual forms psychological contracts with their workplace on the premise of reciprocity, where fair treatment and justice contribute essential resources that workers obtain from the managers (Ahn, Park & Ye, 2025). The study emphasises is reciprocal exchange framework, and further explains that individuals should estimate the costs and benefits derived from any social relationship before embarking on the relationship. Adding that whenever the cost of interaction in a relationship in an organisation is above its corresponding benefits/rewards, such a relationship is not worth engaging therein (Mishra & Mund, 2024). Therefore, workers' perception of a great degree of distributive, procedural, informational, and interactional justice interprets these as positive contributions from the organisation. This creates a sense of obligation to give back through stimulated job satisfaction, emotional commitment, and engaged behaviours (Priyanka, Khera & Suri, 2024). Social exchange

theory further posits that individuals like to evaluate the balance between what they contribute to the organisation in terms of efforts, skills, loyalty, and what they obtain in return in terms of rewards, pay, respectful treatment, and transparent procedures, with perceived organisational justice serving as a cogent determinant of this exchange balance (Rajaa & Mekkaoui, 2025).

This theory stipulates that when exchange interactions are seen as impartial, just and equitable, workers experience greater job satisfaction as their unwritten cognitive employment contract would be achieved. This leads to increased trust and positive affection towards the workplace, and high social camaraderie is entrenched among the workforce (Mangion-Thornley, Gannon, & Wylie, 2025). Zhang, Takahashi and Rezwan (2025), in their recent study, are of the view that this satisfaction, in turn, drives employees to fully immerse themselves and engage in their job roles, exhibiting a high level of vigour, dedication, and absorption as part of reciprocal contribution. However, when justice fails to exist in an organisation, employees see an imbalance in exchange association, causing decreased job satisfaction, and a high level of disengagement as protective means to restore equity. Social exchange theory, therefore, illustrates how justice functions effectively as the basis for employment relationships. Whereby job satisfaction emphasises an intermediate outcome that bridges perception of fairness to behavioural manifestations of employee engagement, establishing a changing cycle of reciprocal exchange that either reinforces or diminishes the workforce-organisation interactions (Zhou, Xia & Feng, 2024).

2.1.2 Interactional Theory

Interactional justice theory centres on the quality of the relationship and interaction, as well as interpersonal treatment during the execution of procedures, and encompasses respect. This theory offers a critical theoretical lens for understanding how the quality of interpersonal treatment that managers give to subordinates during organisational processes directly impacts job satisfaction and employee work engagement outcomes (Qandeel & Kuráth, 2025). Advanced as an extension of procedural justice, this theory differentiates between informational justice, the adequacy and timeliness of explanations provided concerning procedures and outcomes, and interpersonal justice, the degree of dignity, respect, and sensitivity given to employees during the implementation of procedures (Perez-Arechaderra, Briones & Garcia-Ortiz, 2025). Within the justice framework, interactional justice functions as a crucial mechanism that shapes formal procedural fairness into significant psychological experiences for people. The study of Alikaj and Hanke (2025) argued that when managers manifest greater levels of interactional justice through respectful communication, sufficient explanations, and dignified treatment, the employees experience an improved sense of being valued and respected, which, by extension, influences job satisfaction. This preferential form of justice tackles basic human needs for love and social esteem, dignity, and provides emotional responses that entrench deep psychological connections to employee job roles. This theory further posits that interactional justice specifically influences employee engagement, providing psychological safety and trust. It offers an enabling environment for individuals to invest their full cognitive, emotional and physical energies into their work without fear of mistreatment or disrespect (Khan, Khan & Iftikhar, 2025). Also, interactional justice theory serves as a pivotal means through which employees understand other organisational actions, with positive interpersonal treatment improving perceptions of overall organisational support and fairness. The immediate, personal nature of interactional justice makes it stronger in shaping daily encounter work, as

individuals experience interpersonal treatment continuously through their interactions with managers and colleagues, providing growing impacts on both employee job satisfaction and engagement levels over time (Dedahanov, Baykal, & Abdurazzakov, 2025).

2.2 Conceptual Review and Hypotheses Formulation

2.2.1. Procedural justice and Job Satisfaction

Procedural justice, being one of the elements of justice in organisations, is a critical conceptual construct that fundamentally influences job satisfaction through employees' emotional and affective estimation of fairness inherent in organisational decision-making processes (Lee & Rhee, 2023). At its conceptual and theoretical core, procedural justice goes beyond concerns of outcome favourability to address the fairness perception of the processes, model employed to reach organisational decisions. This includes variables such as voice, opportunity to participate, reliability, uniform application across levels of workforce and times, neutrality (unprejudiced decision-making), and accuracy (quality of information utilised). Empirical findings have consistently demonstrated that there is a strong impact of procedural justice on employees' degree of career satisfaction, creating a favourable empirical background for this relationship (Bayona, Caballer, & Peiro, 2020; Tyson & Charma, 2025). The conceptual mechanism underlying these connections operates via individual basic needs for control and predictability in their workplace. Where fair processes indicate organisational respect for individual respect for workers' dignity and worth, thereby improving employee wellbeing and job satisfaction (Hansson *et al.*, 2022). Studies have claimed that organisational justice, especially procedural, is closely associated with internal motivation, which establishes how fulfilled individuals feel, showing that procedural justice satisfies deeper psychological concerns and needs beyond immediate outcomes. Meanwhile, the conceptual discourse reveals nuanced complexities, as some findings showed that procedural justice does not affect job satisfaction directly, but directly influences organisational commitment, suggesting that the relationship may be moderated by other organisational variables or contingent upon contextual variables (Hameli, Ukai, & Çollaku, 2025). Therefore, the conceptual framework positions procedural justice as particularly influential because it shapes individuals' perception of organisational trustworthiness and their position within the organisation. This creates a sustainable impact on job satisfaction that extends beyond particular decision outcomes to impact overall workplace experiences and organisational relationships. Thus, this study makes the hypothesis that: ***H01: procedural justice has a significantly positive impact on employee job satisfaction.***

2.2.2 Distributive Justice and Job Satisfaction

Distributive justice characterises a foundational conceptual construct that substantially impacts employee job satisfaction. This is established through employees' mental evaluations of the fairness inherent in the distribution of organisational outcomes, resources, and rewards. Ranjit (2022) posited that distributive justice describes the fair distribution of resources and outcomes in the organisation, premised on equity and need, providing three core distribution principles that individuals adopt to measure fairness. The study of Gün, Balsak, and Ayhan (2025) argued that distributive justice is anchored on the exchange principle and shares a close boundary with equity theory, which is assumed to be connected to individual outcomes. Positioning this construct with the equity theory framework, where employee compare their input-outcome ratios with relevant others to determine fairness

perceptions. This conceptual framework operates through individual social comparison procedures, where distributive justice is an individual's evaluation of justice by comparing the results obtained by individuals from the organisation. This often creates either positive or adverse emotional responses that directly impact employee job satisfaction levels (Gayathri, 2025). When employees perceive that their outcomes, pay, promotions, recognition, and rewards are fairly distributed relative to their contribution and compared to others, they experience improved job satisfaction as their psychological contract feels balanced and equitable. Deepa (2020) claimed that distributive justice affects performance when efficiency and productivity are involved, with job satisfaction discovered to be strongly connected with fair distribution of resources. This suggests that the distributive justice relationship with satisfaction extends beyond ordinary affective responses to enhance behavioural outcomes. Given this explanation, this study hypothesises that: ***H02: Distributive justice has a significantly positive impact on employee job satisfaction.***

2.2.3. Informational Justice and Job Satisfaction

Organisational justice is known to promote sustainability in the organisation, especially in situations where communication is effective between employees and employer (Malola, Desrumaux, & Ndobu, 2025). Therefore, informational justice indicates a crucial conceptual dimension within the interactional justice framework that fundamentally impacts job satisfaction through individual perceptions of adequacy, timeliness, and quality of information given concerning decisions made and their processes in the organisation (Mamić *et al.*, 2024). A previous study argued that informational justice is characterised by expectation from employees that they will be provided with adequate and reliable information involving the employees on the actions of the organisation (Hassan, 2025). In another dimension, informational justice is centred on explanations given to employees, which offer significant explanations about why procedures were utilised in a particular manner or why outcomes were distributed in a certain way. Establishing this construct as fundamentally concerned with communication transparency and accountability is the major paradigm that delights members of the organisation and provokes employee job satisfaction (Lambert *et al.*, 2021). Khan, Khan, and Iftikhar (2025) claimed that when employees obtain detailed, honest and prompt information regarding decisions that affect their work life domain, they experience an improved level of dignity, respect, involvement and transparency in the organisation. This largely contributes to employee job satisfaction, reducing pressure for struggling to find information on things affecting their workplace, fosters an atmosphere of trust, and manifests organisational consideration for their cognitive and emotional needs (Bakotić, & Bulog, 2021). Studies demonstrate that informational justice positively impacts employee job satisfaction, signifying that the quality of communication in the organisation plays an important role in workplace attitudes and job satisfaction (Beuren & Santos, 2024; Knezovic & Neimarlija, 2023). Hence, this conceptual framework positions informational justice as essentially significant, as it tackles an individual's fundamental need for sense-making in the organisational contexts, enabling them to understand not only what decisions are made but why they are made, thereby offering psychological ownership and acceptance that strengthening overall job satisfaction even when specific outcomes may not be personally favourable. Therefore, this study makes a hypothesis that: ***H03: Informational justice has a significantly positive impact on employee job satisfaction.***

2.2.4. Interactional Justice on Job Satisfaction

Interactional justice has been established to strongly affect job satisfaction as it concerns the perception of respectful treatment and quality communication from managers and subordinates in the work environment. When employees feel treated with dignity and receive clear, honest explanations for decisions, they tend to be more satisfied with their jobs (Fitriani *et al.*, 2025). This positive relationship between fair interactional treatment and job satisfaction is well well-supported concept in organisational behaviour studies. Thus, interactional justice signifies a critical conceptual construct that intensely influences job satisfaction through employees' perceptions of the quality and suitable interpersonal treatment they experience during organisational interactions and decision-making procedures (Saasatmand & Karampourian, 2025). Pradikto, Prasetya, and Hutahayan (2025) describe interactional justice as the perceived fairness of the interpersonal connection employees encounter from their employers, involving interactional and informational dimensions that shape employee experiences. It has been further established that interactional justice prescribes the ability of an organisation to provide the workforce with polite interactions and intention to avoid prejudicial treatment while ensuring that workers are treated with honour in the course of organisational processes. This is what the extant literature suggests to reinforce employee job satisfaction at all times. The perception of being given relational fairness, respect, and being valued, enacts positive behaviour towards the organisation and the people, showing how interpersonal treatment directly translates into stimulated job satisfaction through interactional dynamics (Koçak & Kerse, 2022). This framework illustrates that interactional justice directly impacts job satisfaction, employee work engagement, and commitment mediates this relationship, showing that the conceptual relationship is both direct and contextually nuanced. Research evidence has supported this conceptual positioning, as intra-individual changes in day-to-day experience of informational and interpersonal justice were strongly connected to daily variations in the level of job satisfaction. This also depicts that interactional justice functions as a dynamic, daily influence on satisfaction rather than merely a static organisational framework. This conceptual explanation shows that interactional justice is critically powerful because it addresses the inherent social nature of the workplace and its ecosystem. It also further reveals that employees' satisfaction is shaped by the quality of human relationships and the extent to which they experience appreciation, respect, and treatment with dignity in the everyday organisational work role. Hence, this study makes the hypothesis that: ***H04: Interactional justice has a positive significant impact on employee job satisfaction***

2.2.5. Employee Job Satisfaction and Employee Engagement

Satisfying employees in the workplace is crucial to strengthening their commitment and engagement towards organisational performance. Hamid *et al.* (2025) posited that employee satisfaction is the internal feeling of contentment workers have with their job, while work engagement is a much deeper, action-instilled relationship to their work and the organisation. It has been demonstrated that job satisfaction influences engagement; the two are distinct. A satisfied individual may likely fulfil their duties, but an engaged individual shows passion, productivity, and innovation, and motivation to contribute to organisational goals beyond their basic prerequisites (Johnson & Balraj, 2025). This further reveals that job satisfaction provokes employee engagement, whereby a satisfied employee will demonstrate vigour, commitment and display of energy towards the accomplishment of organisational goals (Sudiarta, Sekarti, & Sunnarsa, 2025). The recent study of Judijanto (2025) established the justification for why engagement matters more for an organisation to achieve efficiency. The study reveals that

satisfaction is essential for positive work experience, and engagement is a much powerful determinant of organisational sustainability. Engaged employees are more likely to be productive, drive innovation, and be loyal to the organisation, leading to better overall business outcomes.

In addition, the conceptual discourse on employee job satisfaction and employee engagement reveals two notable yet interrelated theoretical constructs that are fundamentally distinguished in their nature, scope and organisational implications. Therefore, the effect of employee job satisfaction on employee work engagement functions through a complex causal framework where satisfaction serves as a foundational requirement and a mediating component that facilitates and enhances engagement behaviour (Jufrizen, Harahap, & Khair, 2023). When an organisation designs jobs and work roles meaningful and developmental improves job satisfaction. This, in turn, has a significant impact on organisational outcomes, like improved productivity, creating a theoretical foundation where satisfaction establishes the psychological conditions necessary for higher-order engagement (Riyadi & Suhana, 2025). Research confirms that job satisfaction mediates work environment to employee engagement, demonstrating that satisfaction serves as a crucial mechanism through which organisational factors translate into engagement outcomes. Research reveals that high employee engagement sustains job satisfaction and performance among the workforce, illustrating a reciprocal interaction where satisfaction and engagement mutually reinforce each other over time (Mothema, Ramasimu, & Maake, 2025). The empirical evidence also demonstrates that job satisfaction and its connection with employee engagement shows that when employees perceive some levels of collaboration in the organisation, they are bound to exert their energy, vigour and fully absorb themselves into the organisation. This highlights how satisfaction establishes how motivated employees manifest engaged behaviour in the organisation. (Nurbaya & Kristanto, 2025). Also are of the view that when employees experience greater job satisfaction, they exhibit positive affection, organisational commitment, and psychological safety that collectively decrease the emotional challenges to engagement. This enables employees to display positive attitudes beyond just contentment to active involvement, vigour, and dedication in their workplace. Therefore, creating a synergistic cycle where satisfaction fosters engagement and engagement strengthens satisfaction through significant work experiences and accomplishments. Hence, this study formulates a hypothesis that: *H₀₅: Employee Job Satisfaction has a significant impact on employee Engagement.*

3. Research Methods

3.1 Research Design

This study adopted a cross-sectional research design to obtain informative data from the participants of the study. The choice of this design is justified as the approach is to gather the data at one point in time. It provides diverse essentials as it is one of the most widely employed methodologies in social research. It fosters the ability to collect data promptly from a large sample size and ensure generalisability of the entire population (Savitz & Wellenius, 2023). It further allows researchers to establish connections between variables of interest and ensure efficient comparison of different demographic sub-populations within the same time frame. In addition, cross-sectional design is less susceptible to historical effects and social changes that might confound outcomes in research conducted over extended periods, offering crucial insights into the association between social variables at a specific time (Wang *et al.*, 2025).

3.2 Population and Sample Size

The population of this study characterises human resources consulting firms in Lagos State, Nigeria. It comprises ten selected HR consulting firms: Philip Consulting, Mactay Consulting, Workforce Group, Dominion Consulting, Proten International, Human Capital Partners, ICS Outsourcing, Resource International Limited, Ascentech Services and The SME Mall. The rationale for selecting these particular HR consulting firms is that they are top management and HR consulting organisations providing recruitment, training, and talent management services. They are notable and have established their services for over 25 years, offering HR outsourcing for both big conglomerates and providing global manpower services for both local and diaspora firms. The population size, staff strength of all the selected management and HR consulting firms stand at 4350 altogether.

3.3 Sampling Technique and Sample Size

The sampling technique utilised for this study is a simple random sampling method. The choice of taking this technique lies in its ability to ensure fair representation of all the features and characteristics present in a population to be duly accommodated in the study. In other words, it provides each participant of this population an equal and independent opportunity of being chosen, therefore reducing selection bias and ensuring the sample is largely representative of the larger population (Mukti, 2025). This equal probability background allows the study to make adequate and reliable statistical inferences, and generalisations from the sample findings to a larger population with a high level of confidence. This technique's seamless implementation makes it accessible for researchers across diverse skill levels and research contexts, while its theoretical robustness offers a strong foundation for drawing meaningful conclusions about the population parameters from sample statistics. While the sample size was taken following the recommendation of Slovin (1960) on finite sample size determination and the formular is given as :

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

Where n = sample

N = population size

e = error/precision = 0.04

$$= \frac{4350}{1+4350(0.05)^2}$$

= 546

3.4 Procedure and Scale of Measurement

A battery of scales of measurement was adapted to measure the constructs and variables established for this study. Relevant scales were utilised from previous studies to establish statistical inference of the study, which provides a high degree of reliability.

Organisational Justice: Organisational justice is measured using scales that investigate the workforce perception of fairness in the workplace through self-reported questionnaires widely employed by people. This study used Colquitt's Organisational Justice Scale, which measures dimensions of distributive justice (fairness of outcomes),

procedural justice (fairness of processes), interactional/interpersonal justice (fairness of interpersonal and relationship treatment), and informational justice (fairness of information provided). The scale was originally formulated by Colquit (2001) with the four dimensions of justice as measured by Colquit. The first dimension is procedural justice, has seven question items that detail the procedures and processes surrounding how decisions are made, and this scale has a 0.74 Cronbach alpha on procedural justice. Distributive justice has four items with a reliability score of 0.78. Interactional/interpersonal justice also has four question items with a high level of consistency value of 0.72, and the last dimension is informational justice with five question items and a reliability score of 0.71. The scale was adapted to a 5 Likert scale of strongly disagree 1 to strongly agree 5, changing the original response Likert scale from never -1 and always 5.

Job Satisfaction: A short scale was adapted for job satisfaction, and it is called the Job Satisfaction Index Scale (JSI) by Judge, Thoresen, Bono, and Patton (2001). The scale has five question items measuring the overall satisfaction and affective attitude of employees toward their job. The overall satisfaction score is measured as the average value of all question items in this scale. The scale has a Cronbach's alpha of 0.79 reliability score originally.

Employee Engagement: The Utrecht Work Engagement (UWES) developed by Schaufeli, Salanova, Gonzalez-Roma, and Bakker (2002) is adapted for this aspect. It is a 17-item questionnaire of a seven-point Likert scale, but modified to 5 five-point Likert scale so that it can be uniform with other adapted scales employed earlier. The intended purpose of the scale was to evaluate the connection between engagement and burnout and assess the factorial structure of the Maslach-Burnout Inventory Scale. The scale measured three dimensions, namely vigour, dedication, and absorption. All were positioned on ten question items having a Cronbach's alpha value of 0.76. However, the collection of data commenced in the month of July to August 2025, and participants were invited through their various human resource managers of the selected management and HR consulting firms. Managers were responsible for sending the invites to employees who met the study criteria: (i) employees must have a tenure of a minimum of three years with the organisation, (ii) must be under the directives or supervised by a superior manager, and (iii) receive a reward and compensation for their job role. Of the total of 450 invites sent, 350 employees finally accepted to participate in this study. Participation was anonymous and voluntary, and no incentives were provided to employees. Data collection was conducted during working hours at the physical work environment offered by the organisations for such purpose. Respondents attended to this questionnaire, either personally or in miniature groups, and a small note containing the study objectives, a set of comprehensive instructions, and the OJ scale was given to the participants to ensure that they understood the exercise.

3.5 Data Analysis Technique

The study used Partial Least Squares Structural Equation Model (SEM), otherwise called SmartPLS PLS, to investigate the collected data from the participants. Partial Least Squares SEM uses a few distributional assumptions concerning the data, enabling the researcher to work with non-normal data distributions without compromising the validity of their results. This approach helps to manage complex models with multiple constructs, indicators and relationships concurrently, allowing the study to test for detailed theoretical frameworks

that would be challenging to examine through conventional regression analysis (Hair, 2021). Furthermore, the approach reveals the remarkable flexibility in accommodating both reflective and formative measurement models with the same analysis, offering the study larger modelling options for different types of constructs. In addition, PLS-SEM offers a seamless interpretation of results through path coefficients, R-squared values, and effect sizes, making it accessible for researchers and scholars who need to communicate findings to diverse audiences (Cheah & Hair, 2025).

4. Results and Data Analysis

Table 1: Participants' Social Demographic Characteristics

Profile	Frequency	Percentage (%)	Profile	Frequency	Percentage (%)
Sex			Work Experience		
Male			1-5 years	110	28.6
Female			5-10 years	100	25.9
Education			10-15 years	80	20.8
HND			15-20 years	55	14.3
Bachelor			20 years above	40	10.4
Master's	75	19.5	Salary/Income (Millions Per annum)		
Professionals			1.5 million Naira	100	25.9
Age			2 million Naira	70	18.2
22 –25 years			3 Million Naira	80	20.8
25 – 30 years			4 million Naira	75	19.5
30 – 35 years	100	26.0	5 million Naira above	60	15.9
35 – 40 years	70				
Skills & Competence					
Interpersonal Skills		40			10.4
Strategic Mindset	45	11.7			
Communication Skills	50	12.9			
Technical HR Knowledge	35	9.1			
Analytical Reasoning		30			7.8
Leadership Skills	55	14.3			
HR Analytic Skills		50			12.9
Employee Relations Skills	40	10.4			
Problem Solving	40	10.4			
Hierarchy					
HR Analyst		65			16.9
HR Specialist		75			19.5
HR Consultant		70			18.2
HR Business Partner		65			16.8
Project Manager	80	20.8			
Senior Consulting/Manager		30			7.8

Source: Field Survey, 2025 NB: n = 385

Table 1 shows the demographic characteristics of the participants, and their profile indicates gender in both the female and male categories. The table shows that a total participants were 385 in number that took part in this survey. It depicts educational background and their various credentials that qualify them for their various work roles. Their age range, work experience, hierarchy/level, skills and competencies, as well as income per annum.

Table 2: Model fit indices, Reliability and Validity Fit index on Organisational Justice, Job Satisfaction and Employee Engagement

Constructs	Indicators	λ	α	AVE	rho_A
Informational_Justice			0.898	0.638	0.836
	<i>Informational_Justice1</i>	0.810			
	<i>Informational_Justice2</i>	0.770			
	<i>Informational_Justice3</i>	0.829			
	<i>Informational_Justice4</i>	0.785			
	<i>Informational_Justice5</i>	0.798			
Distributive_Justice			0.860	0.618	0.852
	<i>Distributive_Justice1</i>	0.787			
	<i>Distributive_Justice2</i>	0.768			
	<i>Distributive_Justice3</i>	0.807			
	<i>Distributive_Justice4</i>	0.781			
Interactional/Interpersonal_Justice		0.854	0.594	0.815	
	<i>Interac-interpersonal_Justice1</i>	0.805			
	<i>Interac-interpersonal_Justice2</i>	0.774			
	<i>Interac-interpersonal_Justice3</i>	0.753			
	<i>Interac-interpersonal_Justice4</i>	0.750			
Procedural_Justice			0.868	0.567	0.781
	<i>Procedural_Justice1</i>	0.804			
	<i>Procedural_Justice2</i>	0.703			
	<i>Procedural_Justice3</i>	0.739			
	<i>Procedural_Justice4</i>	0.758			
	<i>Procedural_Justice5</i>	0.797			
Employee_Engagement		0.912	0.675	0.835	
	<i>Employee_Engagement1</i>	0.785			
	<i>Employee_Engagement2</i>	0.837			
	<i>Employee_Engagement3</i>	0.852			
	<i>Employee_Engagement4</i>	0.811			
	<i>Employee_Engagement5</i>	0.821			
Job_Satisfaction		0.902	0.649	0.857	
	<i>Job_Satisfaction1</i>	0.817			
	<i>Job_Satisfaction2</i>	0.811			
	<i>Job_Satisfaction3</i>	0.784			
	<i>Job_Satisfaction4</i>	0.821			
	<i>Job_Satisfaction5</i>	0.794			

Source: Authors' Compilation, 2025

Note(s): λ = Factor loading, α = Cronbach alpha, AVE = Average Variance Extracted, rho_A = Composite Reliability

Table 2 represents model fitness for the adopted scale/research instrument, which demonstrates that the model is valid through partial least squares structural equation model (SEM). It indicates that this model is fit, which is in line with the recommendation indices in literature (Legate, Hair, Chretien, & Risher, 2023). The construct validity is therefore constructed by measuring the factor loading of each of the indicators, as shown in Table 2. The factors loading with the average variance extracted (AVE) and the composite reliability indicate that the model is powerful

and significant. The AVE scores exceed the threshold of 0.50 as recommended from the literature, while the reliability indices show a Cronbach's alpha over 0.70 (Kamranfar *et al.*, 2023; Legate, Ringle, & Hair, 2024)

Table 3: Discriminant Validity (Fornell) Item Correlation

Constructs	SD	Mean	INFJ	DJ	INTJ	PJ	EMPENG	JS
INFJ	0.7	4.44	0.638					
DJ	0.8	4.25	0.552	0.618				
INTJ	0.6	3.57	0.559	0.654	0.594			
PJ	0.7	3.65	0.615	0.676	0.705	0.567		
EMPENG	0.9	4.15	0.653	0.670	0.615	0.701	0.675	
JS	0.6	3.0	0.578	0.512	0.652	0.632	0.755	0.649

Notes: $P < 0.05$: INFJ = Informational Justice; DJ = Distributive Justice; INTJ = Interactional Justice; PJ = Procedural Justice; EMPENG = Employee Engagement; JS= Job Satisfaction
Standard Deviation = SD; Average Variance Extracted = AVE; indicated in bold diagonal pattern, NB: AVE for individual construct is greater than its corresponding inter-correlation construct square, implying discriminant validity is achieved.

Table 3 illustrates the discriminant validity of the research instrument used for this study using Fornell and Larcker's criterion analysis. The implication of this analysis is to ensure that a construct is distinct from other constructs in this model. It is then satisfied if the square root of the average variance extracted (AVE) for each latent variable is higher than its correlation with any other latent variable in the model. Therefore, the square root of the AVE on the diagonal is higher than the correlations in its row and column, which indicates that discriminant validity is established and the model is highly fit (Hilkernmeier, Bohndick, Bohndick, & Hilkernmeier, 202).

Organisational Justice, Job Satisfaction and Employee Engagement Structural Equation Model Analysis Path Diagram

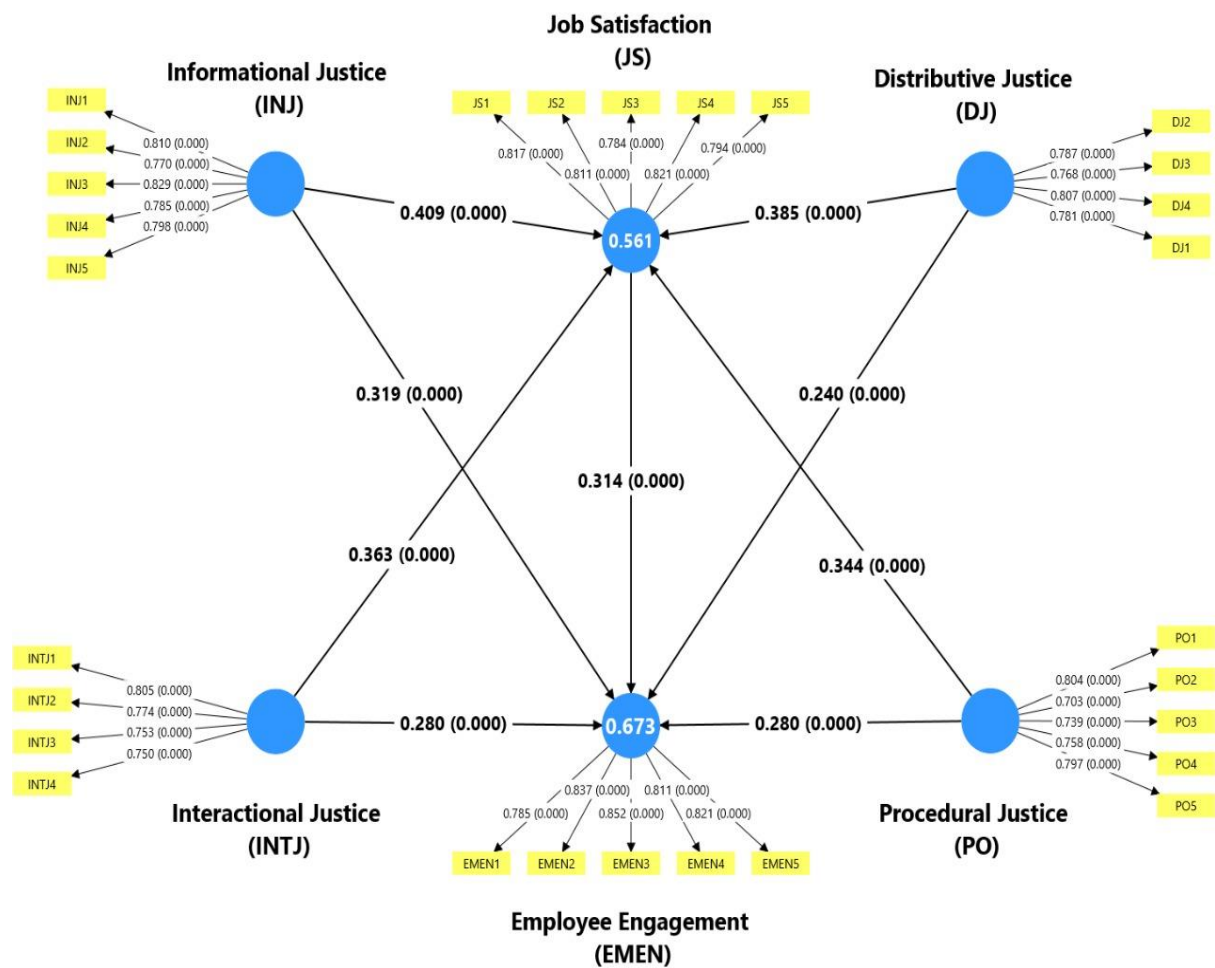


Fig. 1. Structural Equation Model for Organisational Justice, Job Satisfaction and Employee Engagement

Table 4: Test of Hypotheses – PLS Structural Equation Model (SEM) Path Analysis

Hypotheses	Path Analysis	Estimate (β)	SE	P-value	Significance/Decision
H ₁	PJ → JS	0.344	0.363	0.363	**** Significant/Accepted
H ₂	DJ → JS	0.385	0.573	0.573	**** Significant/Accepted
H ₃	INFJ → JS	0.409	0.435	0.435	**** Significant/Accepted
H ₃	INTJ → JS	0.363	0.416	0.416	**** Significant/Accepted
H ₅	JS → EMPENG	0.314	0.217	0.217	**** Significant/Accepted

Source: Authors' Own Computation, 2025

Table 4 provides a snapshot of all the hypotheses, which depict significant values and an accepted model as indicated in Table 4. It shows associations and interactions among the variables of this study. Hypothesis one indicated that procedural justice is positively significant and impact on employee job satisfaction in HR management consulting. The result indicates that procedural justice, being one of the dimensions of organisational justice, has positive significance on employee job satisfaction, with a regression value of ($\beta = 0.344$, $p = 0.000$), which signifies that this hypothesis is significant at p-value at $p < 0.05$. This result shows that processes in which

decisions are taken regarding employee issues in HR management consulting in Nigeria are fair. Hypothesis two also indicates a robust, significant path exhibiting that distributive justice has a positive and significant impact on employee job satisfaction. The result shows a regression weight of ($\beta = 0.385$, $p = 0.000$), which shows another great significant result at 0.000, as depicted in Figure 1. This result implies that resources and rewards are fairly allocated and distributed among the employees of HR and management consulting firms. This indicates that a 38.5% relationship exists between distributive justice and employee job satisfaction. Also, the third hypothesis on the dimension of organisational justice, which is informational justice, posits that informational justice has a positive impact on employee job satisfaction. The result shows a significant outcome with a regression weight of ($\beta = 0.409$, $p = 0.000$), which implies that this hypothesis is powerful related to the job satisfaction of the employees. The result indicates that there exists a 40.9% relationship between informational justice and employee job satisfaction. This demonstrates that information and communication processes in HR management and consulting firms are shared timely and prompt manner without any distortion. Information is given to employees as soon as due, and there exists a clear line of communication that provides meaningful direction to the HR management and consulting firms' workforce. While the fourth hypothesis is that interactional justice has positive impact on employee engagement is also significant and accepted. The result indicates that there exists a positive relationship and interactions among the management of HR management and consulting firms in Lagos State, Nigeria. This result shows a regression value of ($\beta = 0.363$, $p = 0.000$), which implies that interactions and interpersonal relationships have a positive impact among the employees in these organisations. It further shows that a 36.3% association exists between interpersonal/ interactional justice and employee job satisfaction in the organisations. The last hypothesis of this study also shows that employee job satisfaction has a significant impact on employee engagement. The result demonstrates that job satisfaction has a motivational impact on how engaged the workforce would be in the organisations. The result shows the regression weight at ($\beta = 0.314$, $p = 0.000$), which means it is significant at $P = 0.00$. This means that job satisfaction of the employees provoked positive employee engagement of the workforce in the HR management consulting. Also, it shows that 31.4% of the relationships occur between job satisfaction and employee engagement in the firms.

5. Discussions

The first hypothesis of this study demonstrated that procedural justice has a significantly positive impact on employee job satisfaction. The result of this study has indicated that there is fairness in the processes and procedures in making decisions within these organisations surveyed. The findings of this study have shown that processes are transparent, consistent and involvement of employees in the processes. Employees tend to be respected and appreciated, which delights the workforce in the workplace. It shows that they were valued, and this enhances the employee's overall job satisfaction in the workplace. This evidence suggests that procedural justice often exerts a more consistent and stronger drive on employee job satisfaction. This connection is further strengthened by psychological drives such as trust in management of human resource management consulting organisations, perceived organisational support, and a perceived sense of control over the workforce work environment. This result implies that a firm that prioritises fair processes will not only enhance its workforce morale but also benefit from decreased turnover, optimise engagement, satisfaction, and robust organisational loyalty. The findings of this study a similar position with the study of Tyson and Charma (2025), whose study

demonstrated that procedural justice was a powerful determinant of job satisfaction among employees of nursing employees in the European work environment, stimulating the idea that fair treatment in decision-making entrenches dedicated and productive employees.

The second finding of this study also provides a significant positive outcome on how distributive justice has a significantly positive impact on employee job satisfaction. This shows that employees have noted how fair and unbiased the management is in the distribution of resources, compensation, and outcomes in their various workplaces, showing a positive connection with employee job satisfaction. The findings of this study have indicated that the perception of reward systems, promotions, work roles and other organisational resources are being allocated equitably based on merit, effort, and corresponding contribution, fostering an increase in employee job satisfaction over time. This result operates on diverse psychological mechanisms in terms of equitable distribution practices, which strengthen personnel's sense of organisational support and trust. This decrease in sense of inequity may provoke resentment and disengagement, and portend that organisational values their participation and involvement accordingly. In addition, the finding of this result shows that distributive justice became pronounced as resource allocation is highly visible to this set of workers, and it depicts that there exist clear performance standards. These conditions make perception of fairness more pervasive and popular among the HR management consulting organisation. Moreover, this positive impact of distributive justice on job satisfaction spread to other associated outcomes like organisational commitment, improved turnover intentions, and enhanced workplace citizenship behaviours. This suggests that fair distribution practices establish a positive reinforcement paradigm that benefits both employees and the organisation at large. The findings of this study, however, take a balanced position with the study of Gün, Balsak, and Ayhan (2025), whose study established a strong relationship with distributive justice, explaining substantial variance in job satisfaction measures even when controlling for other workplace variables.

The third finding of this study indicated that informational justice has a significant positive impact on employee job satisfaction. This establishes the adequacy, timelines and trustworthiness of communication and information offered to the employees concerning the firm's decisions and procedures, illustrating a powerful positive association with their job satisfaction in the workplace. The findings of this study demonstrated that the employees receive clear, detailed and trustworthy communication regarding decisions that bothering around their workplace decisions related to policy changes, performance evaluations, resource distribution, and organisational restructuring, which improves their job satisfaction level substantially. This positive impact occurs because informational justice tackles basic psychological needs for understanding and predictability in the workplace. This reduces uncertainty, ambiguity, and anxiety that can weaken employee well-being. The result of this finding further showed that perception of a high degree of informational justice gave a high level of trust in the management of HR management and consulting organisations. This gave the workforce a sense of respect and dignity, optimised confidence in organisational fairness, which plays a key role in job satisfaction. It further illustrated that informational justice can reduce the negative impact on the relationship between other potentially adverse workplace experiences and job satisfaction. Suggesting that honest and prompt information plays a cogent role against dissatisfaction. This result, however, takes a similar position to the study of Beuren and Santos, (2024), whose findings established that informational justice was largely pronounced in organisational change and crisis

moment where transparent communication ameliorate negative reactions and maintain employee engagement even in the face of challenging circumstances.

The fourth hypothesis established that interactional justice has a significantly positive impact on employee job satisfaction. This depicts the quality of interpersonal relational affairs employees obtain during the execution of organisational procedures and decision-making processes, which exhibits a significant positive impact on employee job satisfaction. This aspect of organisational justice, informational, integrates dignity, respect, value of honour, pleasurable treatment in the workplace and adequate explanation provided concerning procedures and outcomes in the work environment. The findings of this study revealed that supervisors and management of HR management consulting organisations treat their employees with courtesy, respect, and have a genuine concern for their well-being. This finding showed that the positive relationship received from the management in terms of respectful treatment improves their sense of self-worth and organisational ownership, and reduces feelings of status threats that will threaten psychological wellbeing. Therefore, this finding clearly demonstrated that a high degree of interactional/interpersonal justice has been established to mitigate the negative impact of unhealthy outcomes, suggesting that respectful treatment can sustain job satisfaction even when organisational decisions are not in the employee's favour. This highlights the critical impacts of interpersonal dynamics in shaping work environment behaviour and wellbeing. Thus, this finding takes a similitude position to the study of Fitriani *et al.* (2025), whose discovery showed that interactional justice fosters social exchange connections with supervisors and management. The finding further stated that interactional justice has a robust direct impact on satisfaction compared to other organisational justice dimensions. Noting that it represents the human face of organisational equity and directly impacts employees' day-to-day interpersonal experience in the workplace.

The last hypothesis indicates that employee job satisfaction has a significant impact on employee engagement. This demonstrates a substantial positive impact on employee engagement, representing one of the most powerful associations highlighted in the organisational psychology and behaviour area. This finding showed that employee job satisfaction reflects employee overall contentment with various aspects of their work experience, which encompasses compensation, working conditions, supervision, and job characteristics, emphasising the detailed elements of employee engagement. This highlights emotional involvement, cognitive focus and physical energy geared towards work. The findings of this study showed that satisfied employees demonstrate a greater degree of engagement characterised by vigour, dedication and absorption in their job demands. It highlighted that satisfied employees develop a stronger emotional attachment to their work and organisation, experience greater internal motivation to invest discretionary effort. At the same time, maintaining greater levels of psychological availability for engagement due to reduced stress adverse effects connected to job dissatisfaction. The finding established that the impact of a satisfied employee is largely pronounced as it addresses basic needs for comfort and contentment in their workplace. It creates the emotional background required for deeper engagement and the dedicated characteristics of engaged employees. Also, this relationship seems to be self-reinforcing, as engaged employees frequently experience a high level of job satisfaction through meaningful work experience. This finding takes a similar position to the study of Johnson and Balraj, (2025), whose finding established that job satisfaction indicates

a powerful correlation to engagement dimensions, showing increased willingness to go beyond formal job requirements.

6. Conclusion and Recommendations

This study demonstrated that organisational justice was a crucial predictor of job satisfaction among HR management consulting professionals. The investigation of four dimensions of justice reveals the shared multi-complexity nature of fairness perceptions in the work environment. The study showed that the relationship between procedural justice and job satisfaction underscores the essentials of fair processes in the HR consulting ecosystem. Personnel who perceive decision-making procedures as persistent, reliable, unbiased and transparent demonstrate high levels of job satisfaction. This finding is significant among HR consulting services where project assignments, performance evaluation, and career growth decisions directly influence professional development. The study also highlighted the association between distributive justice and job satisfaction how the perception of fair resource distribution affects employee behaviours. In HR consulting services firms where reward systems, project opportunities, and recognition are important motivators, fair distribution based on merit and contribution significantly improved job satisfaction. Also, the informational justice dimension of the justice investigation showed a positive connection to job satisfaction, addressing the value of clear, sufficient and prompt communication. This notably underscores the fact that consulting a professional demands comprehensive information regarding organisational decisions, project expectations and performance feedback to sustain job satisfaction in their workplace. While the interactional justice impact on job satisfaction demonstrates the essential of respectful, dignified treatment in supervisor-subordinate relationships. The quality of interpersonal interactions, largely in high-pressure consulting environments, directly influences employee satisfaction and well-being. Therefore, this study makes the following recommendations to improve the justice dimensions across organisations in HR consulting practices and services:

- i. Organisations should create a comprehensive justice model by establishing a clear procedural framework for all human resources processes, including recruitment, performance evaluation, promotion and disciplinary actions.
- ii. The management of the organisations should implement standardised measures for project assignment and resource allocation to ensure equitable distribution.
- iii. The management of HR consulting services should also establish transparent communication protocols that will ensure the workforce receives timely information about organisational decisions and changes in policies.
- iv. The management should ensure there is a compulsory respectful interaction training for all management levels to improve interpersonal and interaction justice among the workforce and management.
- v. The organisation should design an integrated justice assessment system. By conducting constant organisational justice audits using validated measurement instruments. Implementing 360-degree feedback mechanisms to assess fairness perceptions across all organisational hierarchies.
- vi. Management should ensure standardised decision-making procedures are established with clear criteria and consistent application. Provision of a voice mechanism that will enable inputs from employees affecting their work. Also, execute appeals processes for employees who feel the decisions were unjustly made.

- vii. Management should offer fair opportunity distribution for high-visibility projects and client interactions. And establish an open recognition initiative that offers that will acknowledge several forms of contributions from employees.

7. Theoretical Implications

The findings of this study offer a very profound and significant theoretical implications to organisational behaviour and psychology literature through the lens of social exchange theory and interactional justice theory. From the perspective of social exchange theory, the established associations between organisational justice dimensions and job satisfaction underscore the reciprocal nature of employment relationships in HR consulting services. It is clear that when the workforce notices fair treatment across procedural, distributive, informational, and interactional dimensions, they reciprocate with positive behavioural responses. Manifesting as increased job satisfaction and transforming into greater engagement levels. This reciprocity mechanism, in tandem with Blau's conceptualisation of social exchange, where perceived organisational support through fair treatment creates obligations for employees to respond positively. At the same time, the interactional justice offers inclusive theoretical depth by highlighting the quality of interpersonal treatment and communication adequacy as distinct justice dimensions. This theoretical framework supports Stacy Adams' equity theory extensions, illustrating that, beyond outcome fairness and process justice, the way in which decisions are communicated and interpersonal treatment received are equally important in redefining employee behavioural responses in the workplace. Thus, the multidimensional justice framework underscores theoretical understanding by demonstrating how various phases of equitable models operate one after the other to influence employee experiences in knowledge knowledge-intensive consulting ecosystem. Where professional interactions and communication quality are key to organisational efficiency.

8. Practical Implication

This study has further provided practical ideology to the field of Human resource consulting services and related industries. It is highly significant, particularly for HR consulting organisations looking forward to optimising their workforce management strategies and improving organisational effectiveness. The established relationships between organisational justice dimensions and employee outcomes offer actionable insights for HR practitioners and management teams to nurture targeted interventions that simultaneously tackle perception of justice, job satisfaction, and engagement levels. Essentially, consulting service organisations should prioritise the development of a transparent and consistent procedural paradigm shift for crucial HR processes like performance evaluations, project assignments, and promotion decisions, as these directly influence employee satisfaction and, by extension, engagement. The important emphasis of distributive justice suggests that firms must carefully look into reward systems, compensation structure, and opportunity distribution mechanisms to ensure perceived fairness in outcome allocation, especially crucial in a consulting work environment where high-performing personnel expect recognition that matches their involvement.

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