



**MEDIATING EFFECT OF PERCEIVED ORGANIZATIONAL JUSTICE ON THE
RELATIONSHIP BETWEEN PERFORMANCE APPRAISAL SYSTEM AND JOB
SATISFACTION IN NATIONAL OPEN UNIVERSITY OF NIGERIA (NOUN)**

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ABSTRACT

Lecturers of universities are among the most important set of employees anywhere because of the role they played for the training of critical manpower who handle every sector that is important in any country. Therefore, ensuring the job satisfaction of lecturers is important to effectively perform this crucial role. The objective of this study is to investigate the mediating effect of organizational justice on the relationship between performance appraisal system which has four dimensions (perceived information system, participation in decision, feedback) and lecturers` job satisfaction in NOUN. Based on theoretical consideration, a model was proposed to test this relationship. In this study, survey research design was used to distribute a total of 682 copies questionnaire to lecturers of NOUN, 357 were retrieved and used for analysis. Partial Least Squares Method (PLS) algorithm and bootstrap technique were used to test the hypothesis of the study. The study found support for some of the hypothesized relationships in the study. The mediating results show organizational justice having mediating effect on the relationship between feedback and job satisfaction while perceived information system, participation in decision and justice in appraisal were not having significant mediating effect on the relationship between the variables under study. It was recommended that NOUN should make sure that justice is embedded in the system of appraisal exercise as well as sharing any opportunity for appointment, promotion, commendation and training opportunity.

KEYWORDS: Performance Appraisal, Job Satisfaction, Organizational Justice, National Open University of Nigeria (NOUN).

INTRODUCTION

Employees are the most important resource for optimum performance and achieving organizational progress anywhere. For this reason, organizations are striving to ensure that their employees are satisfied with their job so that organizations can exploit the full potentials of employees (Dziuba, Ingaldi, & Zhuravskaya, 2020). Job satisfaction is an employee's mental perspective which includes the way employees feel about the organization and the job they do. Additionally, job satisfaction is viewed as an enjoyable emotional state that results from assessment of one's job (Courtney & Yonkong, 2017). Organizations are made up of three major resources which include human, physical and financial resources. However, the most important resource among these three is human resource (Ghasemy & Elwood, (2022). Employees are the most critical in achieving organizational goals and objectives through the use of other resources (physical and financial resources).

Therefore, to successfully perform, employees' material and psychological needs to be met. So any organization that fails to address the employees' psychological and physical needs in the organization will lead to employees being not satisfied with their work (Ngatuni, & Matoka, 2020).

Furthermore, it is found that with increasing level of job satisfaction employees are mentally and physically fit to face any task in the work place (Ghasemy & Elwood, 2022). In contrast, dissatisfied employees are often pessimistic and disappointed (Mgaiwa, 2023). The important aspect for job satisfaction in organization includes paying salary, internal policies, promotional opportunities and policy and administration (Gupta & Garg 2017).

To date, job satisfactions among university lecturers remain a major issue in Africa which necessitate empirical studies in the area. This has led to serious brain drain among lecturers in Africa (Adeyemi et al., 2018). For example, in Tanzania, it was found that at the University of Dodoma alone, a total of 102 academics left the university appointments within five years (Hokororo & Michael, 2019). Hence, most university's lecturers in Africa reported lack of job satisfaction (Wycliffe, 2020) in Kenya, Mgaiwa (2023) in Tanzania and Kuye Akinwale (2023) in Nigeria. Overall, World Bank (2019) has indicated that more than 23,000 lecturers leave the continent to other countries. This has led to more interest in lecturers' job satisfaction in African context.

In Nigeria the issue of lecturers' job satisfaction remains a daunting problem. Lecturers in Nigeria are facing a lot of challenges that affects their job satisfaction. Such challenges include poor compensation system, poor academic research funding, conducive work environment and lack of autonomy (Kuye & Akinwale, 2023). These problems resulted in lecturers' job dissatisfaction and therefore necessitated brain drain among lecturers. To date there are over 3000 lecturers and professors from Nigeria who are engaged in Ethiopia alone (Amede et al., 2022). These problems facing university and lecturers are caused by government's un-seriousness towards university education. Previous budgetary allocation to education was insignificant (Budget Office of the Federation, 2023).

The problem of factors affecting lecturer's job satisfaction is also present in NOUN. Although, the University is very crucial in providing tertiary education to many by bridging the admission gap that could not be filled by conventional universities (Ademola, Ogundipe, & Babatunde, 2014). NOUN has myriad of problems that affected the job satisfaction of its lecturers (NOUN, 2022). This

problem ranges from poor funding (Ogunode&Abubakar, 2020), inadequate infrastructural facilities, shortage of academic staff, poor quality of education, brain drain and strike action (Ogunode&Onyekachi (2021); Ogunode&Ohunene&Olatunde-Aiyedun, 2022; Ogunode&Ndayebom, 2022). Lack of job satisfaction has affected both Quality and quantity of employees` performance (Ngatuni, &Matoka, 2020). This is can be seen through low ranking of Nigerian Universities (Webometrics, 2022). This implies that lecturers who suffer from severe job stress as a result of job dissatisfaction will have their output affected and so may not be happy employees and love the job.

Job satisfaction in universities can be improved if performance appraisal is effectively conducted and the result communicated to employees so that commendation or correctional measures will be offered where necessary (Sajuyigbe, 2017). Commendations and recognition for an outstanding performance has been proved to result in job satisfaction (Bello, Ogundipe&Eze, 2017). For this reason, organizations need to ensure that employees` effort is channelled in the right direction toward organizational goal through conduct of effective performance appraisal.

Statement of the Problem

Job satisfaction plays a significant role in the success of higher education institutions. It boosts the skills and abilities of academic staff. Motivation and satisfaction of academic employees are very important for the quality of higher education institutions (Kuye&Akinwale, 2023). According to Ahsan et al. (2014), job satisfaction is necessary for retaining academic staff at academic institutions. Employees with higher satisfaction tend to be more loyal to their organization and are more productive and innovative (Jacob, Samaila&Atobauka, 2023). In addition, more satisfied employees are less likely to seek for new job (Kaur, 2019). On the contrary, dissatisfied university academic employees leave their institutions (Webber & Rogers, 2018).

Importantly, NOUN has been contributing immensely toward provision of uninterrupted tertiary education in Nigeria. Currently, NOUN has over 500,000 students across its 78 study centers in Nigeria (Ogunode&Ayoko, 2023). However, despite its contribution to tertiary education, NOUN has serious peculiar problems of factors affecting the job satisfaction of its lecturers that need to be researched and proffer solution. For example, it was reported that there is serious shortage of infrastructural facilities across state and zonal centres in Nigeria (Ogunode, Abubakar&Ajape 2021; Ogunode&Agwor, 2021). Infrastructures are facilities aiding the delivery of academic services in educational institutions. Therefore, the increased in student enrolment in NOUN did match with the increased in infrastructure Ogunode, Akin-Ibidiran&Ibidiran 2022).

Furthermore, NOUN depend highly on ICT for connecting its tutors with students across the country. So, there is poor internet services which affect the programme of the NOUN (Ogunode, Hammadu, Ahmed, &Ojo 2021). Similarly, another challenge the NOUN is facing is the problem of unstable power supply (Ogunode&Ayoko, 2023). Based on the fact that NOUN relied on online/digital infrastructure for its operation, unstable power serious affect the work of the lecturers hence affecting the job satisfaction of the lecturers.

The issue of job satisfaction has attracted a lot of research attention (Ogunode&Ayoko, 2023; Akinwale, Kuye, 2023; Okocha, Uche&Uchechara, 2021). Previous researches have tested different variables in order to understand job satisfaction of employees in different context. One of the famous variable tested to improve job satisfaction was performance appraisal (Khan, Hussain, Khan, 2020; Sagarani, Aakash, 2023). Performance appraisal is credited with encouraging employee loyalty, fostering teamwork, impacting other Human Resource functions positively and

also positively aid in employee satisfaction. Therefore, result from most of the previous studies reported positive relationship between performance and appraisal and job satisfaction (Alhakeem&Qazi, 2022; Hassan, Mubeen, Ali &Sajjid, 2022).

Furthermore, in order to explain the consistent positive relationship between performance appraisal and job satisfaction, different variables were tested on the relationship between performance and appraisal and job satisfaction. Some of these variables include locus of control (Hassan, Mubeen, Ali &Sajjid, 2022), commitment (Alhakeem&Qazi, 2022). Yet, most of these mediators reported partial mediation. As a result, Hassan, Mubeen, Ali and Sajjid (2022), Agyare, Yuhui, Mensah, Aidoo and Ansah (2022) recommend the testing of other variables on the relationship between performance appraisal and job satisfaction. Based on this recommendation, the present study is introducing organizational justice to mediate the relationship between performance appraisal and job satisfaction.

Research Questions

Based on the problem stated, the following research questions are formulated to guide the study:

- i. To what extent does Perceived System Information relate to organizational justice among NOUN lecturers?
- ii. To what extent does Participation in decision relate to organizational justice among NOUN lecturers?
- iii. To what extent does Feedback affect organizational justice among NOUN lecturers?
- iv. To what extent does organizational justice affect job satisfaction of NOUN lecturers?
- v. To what extent does Perceived System Information affect job satisfaction
- vi. To what extent does participation in decision affect job satisfaction among NOUN Lecturers
- vii. To what extent does feedback affect job satisfaction of lecturers in NOUN
- viii. To what extent does organizational justice mediate the relationship between perceived system information and job satisfaction
- ix. To what extent does organizational justice mediate the relationship between participation in decision and job satisfaction
- x. To what extent does organizational justice mediate the relationship between feedback and job satisfaction

Research Objectives

In line with the above research questions the general objective of this study is to examine the mediating effect of perceived organizational justice on the relationship between performance appraisal system and job satisfaction among lecturers of NOUN. Specifically, the objectives of the study are as follows:

- i. To examine the relationship between Perceived System Information and organizational justice among NOUN lecturers?
- ii. To assess the relationship between participation in decision and organizational justice among NOUN lecturers?
- iii. To examine the relationship between feedback and organizational justice among NOUN lecturers?
- iv. To examine the relationship between organizational justice and job satisfaction of NOUN lecturers?
- v. To assess the relationship between perceived system information and job satisfaction of NOUN lecturers
- vi. To examine the relationship between participation in decision and job satisfaction of NOUN lecturers

- vii. To assess the relationship between feedback and job satisfaction among lecturers of NOUN
- viii. To examine the extent to which organizational justice mediate the relationship between perceived system information and job satisfaction among lecturers of NOUN
- ix. To examine the extent to which organizational justice mediate the relationship between participation in decision and job satisfaction among lecturers of NOUN
- x. To examine the extent to which organizational justice mediate the relationship between feedback and job satisfaction among lecturers of NOUN

Research Hypotheses

In line with the above research objectives, the following hypotheses would be formulated.

H0₁: There is significant relationship between perceived system information and organizational justice among NOUN lecturers

H0₂: There is significant relationship between participation in decision and organizational justice among NOUN lecturers

H0₃: There is significant relationship between feedback and organizational justice among NOUN lecturers

H0₄: There is significant relationship between organizational justice and job satisfaction of NOUN lecturers

H0₅: There is significant relationship between perceived system information and job satisfaction of NOUN lecturers

H0₆: There is significant relationship between participation in decision and job satisfaction of NOUN lecturers

H0₇: There is significant relationship between feedback and job satisfaction of NOUN lecturers

H0₈: Organizational justice significantly mediate the relationship between perceived system information and job satisfaction of NOUN lecturers

H0₉: Organizational justice significantly mediate the relationship between participation in decision between and job satisfaction of NOUN lecturers

H0₁₀: Organizational justice significantly mediate the relationship between feedback and job satisfaction among lecturers of NOUN

LITERATURE REVIEW

Concept of Performance Appraisal

There is large number of universities around the world and students are greatly concerned with the quality and reputation of the university regardless of its location and/or course expenses. Gaining industrial or governmental funding for the universities has also become not only inadequate but competitive within the present turbulent financial environment and, usually, these financial allocations are carried out based on their performance. Additionally, universities have a huge responsibility to transfer knowledge to society for its economic development by conducting high-quality research and producing skilful graduates. Therefore, knowledgeable and skilful academic staff is a distinctive resource for any university to maintain the quality of teaching and conducting world-class research to uplift them in world rankings whilst taking a competitive advantage.

Performance appraisal is a formal process for proper evaluation of all employees' appraisal of inner characteristics to expand the commitment, productivity, performance of employees. Performance appraisal and employees' satisfaction may depend on the equal opportunities, fairness in appraisal system, impact of job tasks, workload compensation, and motivation towards personal and career growth, performance appraisal through rewards and applause, safety and security, compensation of over-time, and reinforces towards their job activities. It connotes a periodic, predetermined,

qualitative, quantitative, organized and formalized evaluation of employees' strengths and weaknesses vis-à-vis their present and future job prospects (Zayum, Aule&Hangeior, 2017). Performance appraisal specifically poised at identifying, measuring and evaluating workers'

Concept of Job Satisfaction

Job satisfaction is a worker's sense of achievement and success on the job. It is generally perceived to be directly linked to productivity as well as to personal well-being. Job satisfaction implies doing a job one enjoys, doing it well and being rewarded for one's efforts. Job satisfaction further implies enthusiasm and happiness with one's work. Job satisfaction is the key ingredient that leads to recognition, income, promotion, and the achievement of other goals that lead to a feeling of fulfilment (Shrestha, 2020). From the economic finance and management perspective, job satisfaction is a unitary concept that can be explained in monetary terms (Shrestha, 2020). Job satisfaction is the collection of feeling and beliefs that people have about their current job.

In addition to having attitudes about their jobs as a whole, people's levels of degrees of job satisfaction can range from extreme satisfaction to extreme dissatisfaction. Also, people can have attitudes about various aspects of their jobs such as the kind of work they do, their co-workers, supervisors or subordinates and their pay (Lee & Rhee, 2023). One of the most often cited definitions on job satisfaction is the one given by Spector according to whom job satisfaction has to do with the way how people feel about their job and its various aspects.

Perceived Organizational Justice

Typically, organization justice is a concept that is employed to define the role of justice in workplaces. It is primarily related to whether employees have a fair treatment at workplace. While organizational justice was initially addressed in terms of the distributive justice dimension and procedural justice dimension in the literature, then the interactional justice dimension was introduced. The idea which states interactional justice consists of interpersonal and informational justice sub-dimensions started to be accepted (Malhotra, Sahadev, &Sharom, 2020).

Justice in work and business is imperative for moral and ethical reasons. Acting in a just way is not only the right thing to do but to do so is also an attractive business opportunity (Musringudin, Makruf& Akbar, 2017). Managers can use justice as an effective tool to increase employees' job satisfaction, organizational identification, and job performance. It also decreases employees' turnover intentions, the need for retaliation, and engagement in counterproductive work behaviours, such as conflict or theft. Furthermore, treating employees with justice is a precondition for establishing effective relationships with employees (Malhotra, Sahadev, &Sharom, 2020). Treating employees with justice will make managers appear to be better people and leaders.

Empirical Review

Perceived Organizational Justice and Performance Appraisal

The implementation of performance appraisal is widespread and it is an important tool by which organizations can maximize the potentials of their human resource and achieve job satisfaction (Hamidi, 2023). Different research has affirmed a positive relationship between performance and employee's perception about justice in the organization (Cropanzano*et al.*, 2023; DevonishandGreenidge, 2023). Organizational justice describes employees' feeling about their fair treatment in the workplace which depends on it how their interests are taken in to account and how much they have control over decisions in the organization (Ybema&Bos, 2023; Lambert *et al.*, 2023). The perception of fairness may increase employees' feeling of psychological inclusion with an organization – organizational identity that motivates

them to behave more for the benefit of the organization (Mahajan&Benson, 2023;Choi*et al.*,2023). The two main dimensions of organizational justice such as procedural and distributive justice make up the structural part of justice (Greenberg,2022) which deals with PA as well as effectiveness in organizations (Meyer and Smith, 2022; Levy & Williams, 2023; Chang &Hahn, 2023; Heslin&VandeWalle, 2023). Procedural justice is a system of policies and procedures used in the decision-making process of appraising employees in the organization (Greenberg, 2022; Lambert *et al.*, 2023; Tuytens&Devos, 2021). If the system seems to be fair employees presume the organization to be trustworthy. Increased interpersonal trust leads to sharing more information within the team. Therefore, the need for fair procedures in PA is higher in teams which hand lean on-routine tasks (Mahajan& Benson,2023;Choi*et al.*,2023;Ganesh&Gupta,2023).When employees feel they are treated fairly, they may even accept decisions that are not advantageous for them(Lambert*et al.*,2020).

Equity could be used in the distribution of a payoff only if it is possible to measure each employee's contribution to the performance which is difficult in non-routine and complex tasks. In this case, assessments of contributions may also include the employee's task-relevant characteristics as work experience, education and some social criteria or status characteristics as organizational title. To include task-relevant characteristics into PAS it is necessary to identify which of them have a significant influence on work performance and how to combine different inputs to assess input value (Greenberg,2023;Fisek&Hysom,2023). A PAS based on the principles of equity motivates individuals by rewards to reach higher performance and productivity, but it also lead stogreater reward differentiation by increasing social tensions among employees. On the other hand, a more equal rewarding system integrates employees and generates cooperation between them. Therefore, it is reasonable to use weighted combinations of equity and equality suggested by [Cropanzano*et al.*](#)(2023) and Hysom and Fisek(2023)in the design of a PAS.

Theoretical Framework

This sub-section deal with the theoretical insights puts forward as a guide to what precisely constitutes the nature of the relationship existing among all the variables of this current study. The most relevant theories indicating the direction or connection between the variables is Equity Theory.

Equity Theory

Equity theory has been widely used as an underpinning theory in most studies that deals with perceived organizational justice and other employee job outcomes including employee job performance relationships (Greenberg, 1990; Blakely, Andrews, Moorman, 2005, Cropanzano, Russell, Cynthia, Chen, 2002). This is because justice or fairness has been conceptualized as an equitable distribution of outcomes across persons in proportion to their inputs (Kamfer, 1990). This is the main rational as to why some scholars refer to equity theory as the theory of distributive justice because it concerns mainly with equity of distribution of rewards (Cook &Hegtvedt, 1983; Greenberg, 1988; Kanfer, 1990).

Equity theory by Adams (1963, 1965) developed from distributive justice theory by Homans (1961) assumes that individual worker values and seeks fairness in his or her exchange relationship with his or her employer (Kamfer, 1990). According to Adams (1965) fairness is achieved when an employee perceives that the ratio of his or her inputs is equal to the task they performed. Also the theory maintains that individuals are motivated by a comparison of their inputs with outputs in ration to others (Blakely, Andrews, Moorman, 2005) and Organizational injustice and knowledge hiding: the roles of organizational dis-identification and (S Jahanzeb, D De Clercq et al 2020) .

They added that inputs could be an effort, training, expertise, quality performance, and all kind of employee contribution to the organization while outputs could be pay, job title, promotion etc, they make this kind of comparison by measuring their inputs with the outputs and at the same time measuring the inputs with the outputs of their peers or co-workers to ascertain the level of discrepancy which determines their bases for different kind of work behaviours in the organization. If an employee perceives justice in the exchange relationship, the employee is motivated to fulfil his task obligations even more than expected by going extra mile to perform some extra- role behaviour which is beneficial to organization (Organ, 1977).

Thus, based on the literature reviewed and the theoretical framework discussed above, a conceptual model for the study can be built as depicted in figure 1 below showing relationships between the variables that is, performance appraisal, the moderating variable and its predictor.

Perceived Performance Appraisal System

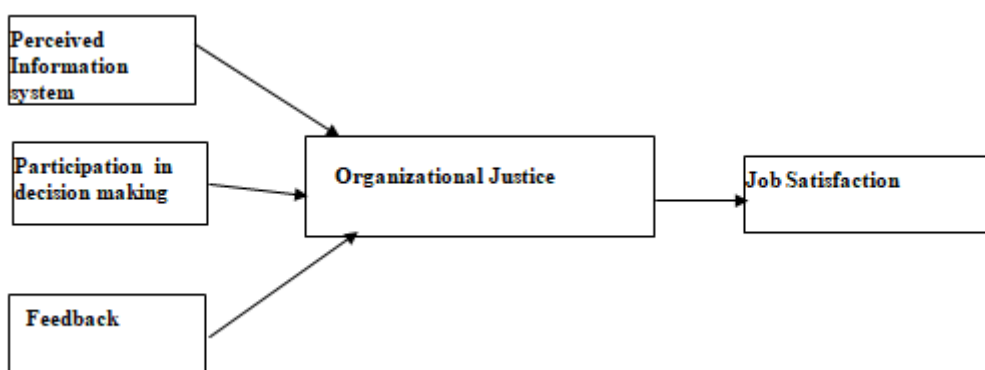


Figure 1: The conceptual model for the study
Source: Researcher

METHODOLOGY

Method of Data Analysis

This study employed the use of quantitative approach in which statistical computation were used to explain the relationship between variables under investigation. Therefore, after data collection, both descriptive and inferential statistics were used to analyse and interpret the data. Response rate and demographic variables were analysed using the descriptive statistics. Descriptive statistics such as mean, standard deviation frequencies and percentage were used to describe the response rate and the mean characteristic of the sample. On the other hand, the PLS SEM method was used to analyse the data collected for current research. Specifically, PLS SEM software applications SmartPLS 4 (Ringle, Wande& Will, 2022) was used in the analysis and presentation of results. Wold (1982) refers PLS SEM as second generation structural equation model. This technique is appropriate for structural equation model that comprises of latent variables and a number of cause and effect relationship (Gustafsson& Johnson, 2004).

The PLS is considered as appropriate for this study because of a number of reasons. First, it possesses the merit of estimating the relationships between constructs (structural model) and relationships between indicators and their corresponding latent constructs (measurement model) simultaneously (Chin, Marcolin, &Newsted, 2003). More so, structural equations models have been found to be superior models for assessing mediation better than regression (Brown, 1997).

Secondly, PLS SEM modelling is more advantageous to use when a study is dealing with models that are complex (Fornell&Bookstein, 1982). The present study examined relationships among six constructs (perceived information system, participation in decision, justice in appraisal, feedback, organizational justice, and job satisfaction) within the structural model and therefore using PLS SEM method was appropriate for better prediction.

Data Collection Procedure and Survey Response

Based on the information obtained from the registry of NOUN there were a total of 3,090 lecturers which make up the population of the study. Based on Krejcie and Morgan (1970), a sample 341 lecturers were selected. According to Hair, Wolfinbarger and Ortinau (2008) a sample size should be doubled in order to remedy the problem of non-response rate and also to minimize a sampling error. After doubling, the sample became 682, therefore, 682 copies of questionnaire were distributed among the lecturers of NOUN.

After distributing the questionnaire, the researcher made follow up. Research assistants were also used during the distribution and collection of the questionnaire to persuade colleagues to fill the questionnaire. The data collection period lasted for three months (June, 2023 to August, 2023). Finally, a total of 362 were duly completed and retrieved from the respondents which represents 53% response which was entered into SPSS for preliminary analysis and data screening.

Table1: Questionnaire Distribution and Retention

Items	Frequency	Percentage
Number of Distributed questionnaire	682	100
Returned Questionnaires	362	53
Questionnaire not Returned	320	47
Rejected	05	0.7
Retained	357	52

Source: Researcher, 2023.

DATA PRESENTATION AND ANALYSIS

Based on the above, it could be seen that sufficient response rate was obtained for data analysis. According to Hair et al., (2010), a sample size should be between the ranges of five to ten times the number of the study variables. In this study, the numbers of variables are six; therefore, sixty questionnaires are enough for data analysis. Also, in this study PLS is used and it requires a minimum of 30 responses (Chin, 1998b). Similarly, a response of 30% is considered adequate for a survey (Sekaran, 2003). Hence, a total of 357 responses obtained in this study are adequate for data analysis. Furthermore, the 53 % response rate achieved is within the required 40%-50% common response rate in social science research in Nigeria (Linus, 2001)

Data Cleaning

In order to carry out any multivariate analysis, data cleaning and screening is important to be conducted. Data screening aids in pinpointing any possible violation of the vital assumptions relating to the use of multivariate technique of data analysis (Hair et al., 2010). Therefore, data screening ensures quality and meaningful outcome from the data analysis. Therefore, data screening conducted in this study includes the following:

- a. Missing values
- b. Assessment of outliers

- c. Normality test
- d. Multicollinearity test

Table 4.1: Result of Independent Sample T-test for None-response Bias

Variables	Group	Number	Mean	Std Deviation	Std error means	Levene's Test equality of variance	
						F	Sig
Organizational Justice	Early	254	3.8040	.79870	.04130	.720	.351
	Late	103	3.8923	.87709	.07045		
Job satisfaction	Early	254	3.9468	.70352	.03638	.272	.961
	Late	103	4.0206	.76521	.06146		
Perceived I system	Early	254	4.0472	.76088	.03934	.160	.689
	Late	103	4.0411	.77620	.06235		
Participation in D	Early	254	3.9661	.81980	.04239	.689	.408
	Late	103	4.0083	.79996	.06425		
Justice in App	Early	254	4.0624	.82969	.04290	.523	.470
	Late	103	3.9756	.85695	.06883		
Feedback	Early	254	3.9583	.89286	.04617	.086	.770
	Late	103	3.9742	.85579	.06874		

Source: SPSS output, 2023.

The table above showed that t-test indicated that all the variables equal variance significant value was above 0.05 significant level obtained from Levene's test for equality of variance. Importantly, the equality of variance between the early and late respondents has been achieved, therefore, none response bias is absent in this study.

Table 4.2 Summary of Steps in PLS-SEM

Assessment of measurement model	-Examination of individual item reliability -Examination of convergent validity -Examination of discriminant validity
Assessment of structural models	-Assessing the significance of path coefficient -Evaluating the level of R-square values -Determination of effect size F^2 -Determining the predictive relevance Q^2 -Assessing the mediating effect

Source: Henseler et al., (2009)

Table 4.3: Discriminant Validity

Constructs	FDB	Job sat	OGJ	PID	PIS
FDB	0.654				
JS	0.632	0.504			
OGJ	0.154	0.509	0.596		
PID	0.174	0.164	0.148	0.820	
PIS	0.310	0.363	0.356	0.641	0.915

Source: Smart PLS output, 2023.

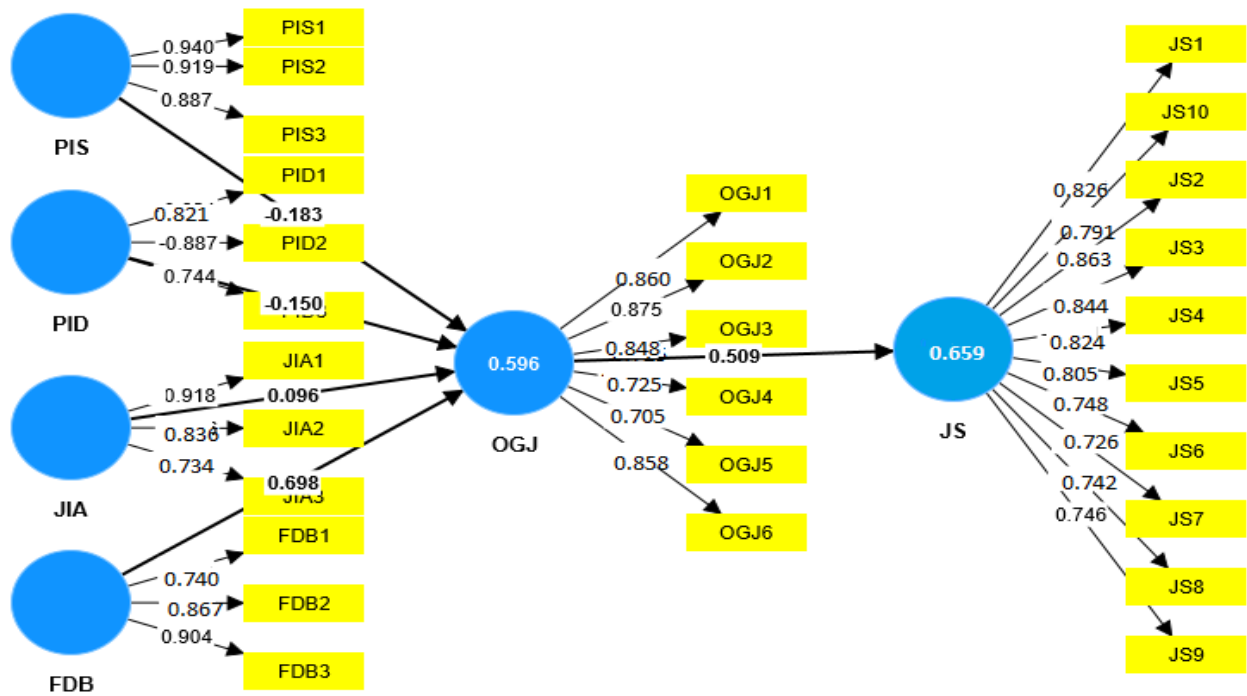


Figure 4.2: Model of the Study

Assessment of the Significance of the Structural Model

Here, the structural equation model (SEM) portion of the analysis is presented. Having fulfilled the requirement of the measurement model (outer model), the current research assesses the structural model (inner model) where the direct and the indirect relationships (mediation analysis) are carried out. Importantly, the current research applied the standard bootstrapping procedure with 5000 bootstrap samples with the original number of the sample data to evaluate the significance of the path coefficient as suggested by Hair et al., (2014); Sarstedt, Ringle, Smith, Reams & Hair (2014).

However, as has been pointed out earlier, the objective of this research is to assess empirically the direct relationship between exogenous variables and the endogenous latent variables as well as mediating effect of organizational justice between the latent exogenous and endogenous constructs. The study analysed the two models simultaneously (direct and indirect relationship) as provided by Baron and Kenny (1986); Hair et al (2014); Frazier, Tix and Baron (2004); Hair et al (2014). The criteria for assessing the significance of the structural equation model in PLS-SEM cover the assessment of the collinearity and determining the strength of the path coefficient, (R^2), evaluation of the effect size (F^2) and establishing the predictive relevance (Q^2) of the model (Hair et al., 2014).

Table 4.4: Effect size of Latent Exogenous Variables

Constructs	F^2	Rating class as suggested by Chen (1998)
Feedback	1.066	small
Organizational justice	0.350	large
Participation in decision	0.027	small
Perceived information system	0.044	small

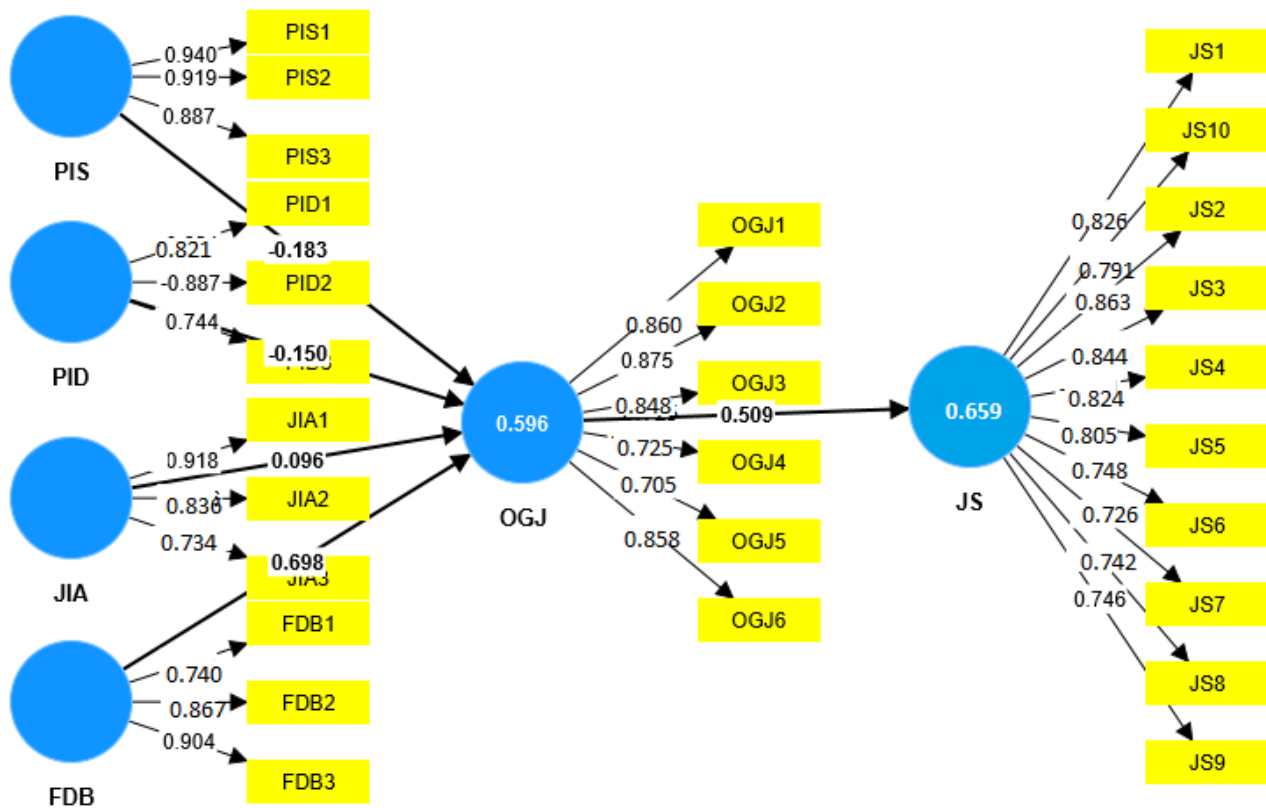
Source: SmartPLS output, 2023.

From the above table, the result of the study indicates the effect size on the relationship between feedback and job satisfaction is small; In addition, the effect size of organizational justice on job satisfaction shows large statistical influence, implying large effect size. The effect size for participation in decision on job satisfaction is small. Furthermore, perceived justice in decision influence on job satisfaction indicated small effect size (Cohen, 1998).

Table 4.5: Results for Exogenous Construct and Job Satisfaction

Path coefficient	Beta value (β)	Std Error	T-statistics	P-value	Decision
PSI -> OGJ	-0.183	0.111	1.655	0.098	Not supported
PID-> OGJ	-0.150	0.128	1.171	0.242	Not supported
FDB->OGJ	0.698	0.045	15.366	0.000	supported
OGJ->JS	0.509	0.069	7.420	0.000	supported
PSI ->JS	-0.093	-0.061	1.520	0.128	Not supported
PID -> JS	-0.076	0.068	1.129	0.259	Not supported
FDB -> JS	0.355	0.050	7.127	0.000	supported

Source: PLS bootstrap output, 2023.



Source: Bootstrapping Result (SEM-PLS, 2023)

Figure 4.3: Model

Table 4.6: Summary of Hypotheses Testing

No.	Hypothesis	Decision
Hypothesis 1		
1.	Perceived system information is significantly related to organizational Justice	Rejected
Hypothesis 2		
2.	There is significant relationship between participation in decision and organizational Justice	Rejected
Hypothesis 3		
3.	Feedback is significantly related to organizational justice	Accepted
4.	Organizational justice is significantly related with job satisfaction	Accepted
Hypothesis 4		
5.	Perceived system information is significantly related to job satisfaction	Rejected
Hypothesis 5		
6.	Participation in decision has positive relationship with job satisfaction	Rejected
Hypothesis 6		
Hypothesis 7		
7.	Feedback has significant relationship with job satisfaction	Accepted
Hypothesis 8		
8.	Organizational justice significantly mediates the relationship between Perceived system information and job satisfaction	Rejected
Hypothesis 9		
9.	Organizational justice mediates the relationship between Participation in decision And job satisfaction	Rejected
Hypothesis 10		
10.	Organizational justice significantly mediates the relationship between feedback and job satisfaction	Accepted

Source: PLS Bootstrap output, 2023.

Discussion of Findings

The present study empirically estimated a structural model on the relationship between performance appraisal (perceived system information, participation in decision, and feedback) on job satisfaction with mediating effect of organizational justice. The perception of lecturers of NOUN was the sources of responses for examining the different hypotheses formulated in the study. Consequently, research objectives were formulated and the findings were discussed in line with the research objectives which are also in alignment with research questions.

Summary

The main objective of this study is to examine the mediating effect of organizational justice on the relationship between performance appraisal on job satisfaction among university lecturers in NOUN, Nigeria. The literature review in chapter two has indicated that there is a consistent finding on the relationship between organizational justice and job satisfaction. Also, the conceptual framework of the study was presented in chapter two. The framework shows proposed relationship between the performance appraisal and job satisfaction. Subsequently, the presentation statistical result was conducted through the use of PLS-SEM v.4.

The study examined the relationship between performance appraisal (perceived information system, participation in decision, justice in appraisal and feedback) on job satisfaction through organizational justice. A five point Likert scale was adapted from different sources after subjecting the scale to reliability and validity test. A pilot study was conducted with a sample of 80 participants. The results revealed that the instruments were reliable and valid. Thereafter, the main data collection was carried out, CFA and measurement model were also carried out to test the construct through SmartPLS V.4.

CONCLUSION

The present study has provided more empirical evidence to the growing body of knowledge by considering the mediating effect of organizational justice on the relationship between performance appraisal and job satisfaction with specific reference to lecturers of universities in NOUN, Nigeria. Result from analysis has given us a knowledge on the actual state of affair. In specific terms, the study concluded that organizational justice has significant mediating effect on the relationship between feedback and job satisfaction while organizational justice was not having mediating effect on the relationship between perceived information system, participation in decision, and job satisfaction. Furthermore, it was concluded that perceived system information, participation in decision and feedback were not significant on organizational justice, Organizational justice has statistical influence on job satisfaction while perceived system information and participation in decision on job satisfaction were not statically significant but and feedback is statistically significant.

RECOMMENDATIONS

Based on the findings explained above and conclusion drawn thereof, the current study offers the following recommendations:

1. The present research recommends that Nigerian universities should focus more on improving organizational justice by enhancing equitable distribution of resources which will eventually result in job satisfaction among lecturers
2. More so, universities should put in place a strong feedback mechanism in the work place as this will eventually enhance their job satisfaction.
3. Universities should make sure that knowledge regarding appraisal system is provided to every employee (perceive system information) as this will enhance the perception of justice among the employees.
4. Universities should encourage participation of employees in decision that has to do with appraisal results as this will enhance perception of justice and subsequently result in job satisfaction.

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