

ORGANIZATIONAL JUSTICE AND SECRETARIES JOB SATISFACTION IN PUBLIC UNIVERSITIES IN SOUTH-WEST, NIGERIA

By

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ABSTRACT

The study examined organizational justice and secretaries' job satisfaction in public universities in South-West, Nigeria. Descriptive survey research design was adopted. The population of the study comprised 143 professional secretaries working in Lagos State University (LASU), Lagos State, Olabisi Onabanjo University (OOU), Ogun State and Tai Solarin University of Education (TASUED), Ijagun, Ogun State, Nigeria. A total of 132 professional secretaries were selected using purposive sampling technique as study sample size. Researchers Instrument tagged 'Organizational Justice and Job Satisfaction Questionnaire (ORJJSQ)' with 0.927 as reliability coefficient was used for data collection. Descriptive statistics of mean was used for answering research question one. The hypotheses were tested using Pearson Product Moment Correlation (PPMC) at .05 significance level. The findings revealed that promotion was based on merit, fairness in work procedures, participative decision making, moral and ethical standards, politeness office treatment, presence of truthfulness rules, standard organization propriety and secretaries always treated with decorum were among the efficient of organizational justice on secretaries job satisfaction in public universities in South-West, Nigeria. It was also indicated that there was significant positive relationship between organizational justice (distributive justice $r = 0.235$, $p < .05$; procedural justice $r = 0.368$, $p < .05$; interactional justice $r = 0.284$, $p < .05$) and secretaries' job satisfaction in public universities in South-West, Nigeria. The management of Universities should pay more attention to organizational justice by increasing and promoting fairness in distribution of reward among employees, particularly secretaries.

Keywords: *Organizational Justice, Distributive Justice, Procedural Justice, Interactional Justice, Secretaries' Job Satisfaction*

1. Introduction

The role of secretaries' in an organization either private or public cannot be ignored. Secretary is sometime called assistant manager or information manager. A secretary is an employee of an organization, who

combines the mastery of secretarial skills of typewriting and shorthand with office routine functions. In some organizations, secretaries are directly involve in the implementation of office engagement and procedures for smooth conduct of secretarial operations. Ugiagbe (2002) in Okpokwasili (2018) defined a secretary as an assistant manager, who possessing an impressive mastery of office skills and ability to assume responsibility without direct supervision and who displays initiative and exercises judgement and makes decisions within the scope of his/her authority. The success of organizations depends on their secretaries' efficiency, extent of keeping with organization secrecy, rules and procedures which could lead to increase in organization productivity. This justified the need for secretaries' job satisfaction. Ezeamama (2019) sees job satisfaction as the level to which employees are satisfied with their work. Secretary job satisfaction is an indispensable factor for the success and effectiveness of an organization. It is the secretary's behaviour towards organization climate, working environment, wages, and fringe benefits among others. Ansong (2018) reiterated that secretary's job satisfaction among the essential factors for organizations effectiveness as it represents the expression of happiness show towards their work. The current researchers see secretaries job satisfaction as their attitudes and characters displayed during work-process or on the job which factors such as wages and salaries, supervision, organization policies, co-workers relationship, and organizational justice could have contributory impact.

All categories of staff in university environment demand fairness in their work place. Work place fairness or organizational justice relates to fair treatment of workers in an organization. Rahman, Haque, Elahi and Miah (2015) defined organizational justice as ways of measuring organization treatment of taking into account the general ethical and moral norms. Baba and Ghazali (2017) mentioned that organizational justice comprised three main segments, namely distributive, procedural and interactional justice. Distributive justice is related to the suitability of reward or outcomes. Cropanzano, Bowen and Gilliland (2007) in Baba and Ghazali (2017) defined distributive justice as equality in presentation of outcome among secretaries' on the basis of equity, impartiality and need. Distributive justice plays an efficient role among work outcomes and secretaries' job satisfaction which can lead to organizational efficiency. Most secretaries' try to assess their rewards and achievements by comparing with the employees within the same level inside or outside the organization, if they noticed inequality between outcome and the contribution made to the organization, it may result to absenteeism, turnover and conflict which also cause decrease in productivity (Folger & Cropanzano, 1998).

Procedural justice relates to the processes, reward system or method used to distribute outcome and the third category is interactional justice, which is concerned with the relationship that prevails between workers and the management (Rahman, Haque, Elahi & Miah, 2015). Procedural justice represent the fairness of distribution procedures through which outcome is achieved and this comprised fair process; these are accuracy, lack of bias, consistency, representation of all concerned, correction and ethics. Perception of procedural justice generates an environment of cooperation, commitment and trust among secretaries'. Procedural justice demonstrates whether organizational procedures are reasonable to ensure a just allocation of resource among workers (Rahman, Haque, Elahi & Miah, 2015). Interactional justice

refers to whether justice prevails among secretaries' in terms of interpersonal communication; whether secretaries' are treated with decorum and sincerity when dealing with the management. Cropanzano, Bowen and Gilliland (2007) identified two components of interactional justice, namely informational justice and interpersonal justice. Interactional justice denotes treating secretaries' with politeness, graciously and fairly when implementing procedural justice. Informational justice signifies that secretaries' are provided with adequate and objective information about happenings in the organizations.

Organizational justice could be said to represent the driver of secretaries' job satisfaction for the purpose of achieving the goals of the organization. Organizational justice also represents secretaries' evaluation of how the organization relates with members fairly or unfairly in line with the lay down principle and procedure. Akanbi and Ofoegbu (2013) see organizational justice as a fundamental requirement for effective functioning of organizations in terms of secretaries' involvement in decision making process. That is, organization that is fair and just in its procedures, policies, interactions and distribution systems, secretaries' of that organization give better response to the commitment of the organization. Enhancing organizational justice brings about improved outcomes from employees. University Management has to take serious actions to improve secretaries' job satisfaction and this could be done through organizational justice. Secretaries are true assets for any organization and every organization wants to get maximum benefit from its resources. Secretaries can only perform well if they are satisfied with the organization and this happens if there is organizational justice. Ajala (2015) reiterated that the presence of economic institutionalization of work environment creates some challenges encountered such as ineffectiveness, straitjacketing of secretaries and reduced innovation makes management look for the corollary points of sense of duty (organizational justice) as operation parameters in the workplace for greater benefits of trust and commitment of staffers (Tafamel & Akrawah, 2019).

2. Statement of the Problem

The maintenance of employees' job satisfaction plays a central role among strategies supporting human capital, as it seems to be an important protective variable determining their well-being and organizational performances. Evidence has shown that work-place fairness in the distribution of organizational rewards such as promotion, increased salary, status and performance evaluation have been found to have a composite contribution on employees' job satisfaction. It is not clear enough the role organizational justice can play when comes to predicting employees' attitudes concerning personal outcomes. Staff in university environment are often heard complaining about their workplace management on issues relating to injustice in decision making, remuneration and interpersonal relationship which they considered working against their satisfaction at work. Under such backdrop, the secretaries' job satisfaction, their loyalty, commitment, retention and performance at work are critical conditions for smooth running of organization. However, this study examined organizational justice and secretaries' job satisfaction in public universities in South-West, Nigeria.

3. Objectives of the Study

The main objective of the study is to examine organizational justice and secretaries' job satisfaction in public universities in South-West, Nigeria. Specifically, the following objectives were examined:

1. The nature of organizational justice in public universities.
2. The relationship between distributive justice and secretaries' job satisfaction in public universities.
3. The relationship between procedural justice and secretaries' job satisfaction in public universities.
4. The relationship between interactional justice and secretaries' job satisfaction in public universities.

4. Research Question

1. How efficient is the organizational justice and secretaries job satisfaction in public universities in South-West, Nigeria?

5. Hypotheses

H0₁: There is no significant relationship between distributive justice and secretaries' job satisfaction in public universities in South-West, Nigeria.

H0₂: There is no significant relationship between procedural justice and secretaries' job satisfaction in public universities in South-West, Nigeria.

H0₃: There is no significant relationship between interactional justice and secretaries' job satisfaction in public universities in South-West, Nigeria.

6. Theoretical Framework

However, there are many theories that supported this study, but Multi-Dimension Theory, Equity Theory and Herzberg's Two Factor Theory were three (3) theories used, because of their relevancies to the study.

a. Multi-Dimension Theory

Meyer and Allen (1990) in Tafamel and Akrawah (2019) was the pioneer of Multi-Dimension Theory. According to the theory, employee job satisfaction and commitment is based on three simultaneous attitude in the dimension of affective, normative, and continuance commitment (Meyer & Allen, 1990). This theory assumes that desire, obligation and cost are some of the key components of employee's job satisfaction and commitment. Employees with a strong affective, normative and continuance commitment to the organisation have the mind to stay for long time because they want to contribute positively to the growth of the organization.

b. Equity Theory

Adams (1965) in Tafamel and Akrawah (2019) proposed Equity Theory. The theory stated that staff in an organization either private or public sector, were motivated to maintain fair and equitable relationships among themselves and to avoid those relationships that are unfair or inequitable in the course of carrying their job assignment. Equity Theory of Adams further postulated that staff or employee compare their performance and inputs with those of others and appraise it whether there is fairness in the relationships in ratios. The comparative can be within the organization which is based on internal equity or based on the rating of other organisations which is tied to external equity. Adams conceptualized in three-dimensional of organizational justice (distributive justice, procedural justice and interactional justice) in McDowall and Fletcher (2004). Adams (1965) argues distributive justice is seen as a social

exchange process whereby the employees bring certain inputs to organization (education, effort, experience) in the attainment of the organizational objectives and goals and thereby rewarded in form of pay, promotion and intrinsic satisfaction.

c. Herzberg's Two Factor Theory

In year 1959, Frederick Herzberg developed Herzberg's Two Factor Theory. This theory also known as Motivation Hygiene Theory. The theory postulated that the factors that lead to job satisfaction were different from those leading to dissatisfaction. The studies of Ogunnaike, Ekweme, Adeyemo and Okedurum in 2017, Perumalsami in 2014 and Wairrach in 2013 supported this theory postulation. They found that employees who felt good about their jobs gave very different responses from the employees who felt bad about their jobs.

7. Empirical Review

Ghasi, Ogbuabor and Onodugo (2020) investigated perceptions and predictors of organizational justice among health professionals in academic hospitals in South-east Nigeria. Their findings revealed moderate to high perception of different dimensions of organizational justice. Qualitative findings indicate that nurses perceive as unfair, differences in pay, access to hospital resources, training, work schedule, participation in decision-making and enforcement of policies between doctors and other health professionals due to medical dominance.

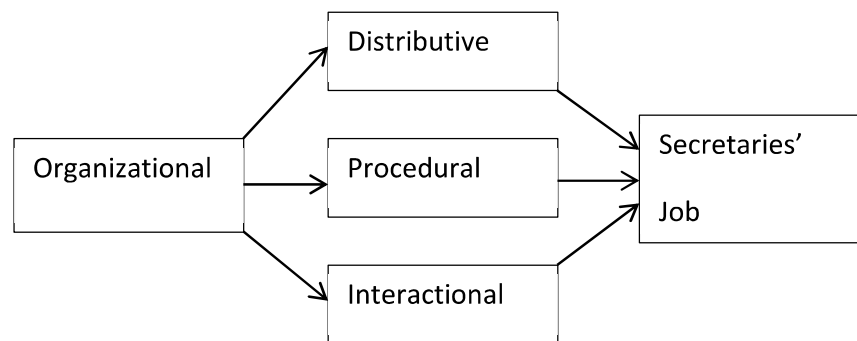
Ouyi (2019) examined the impact of the distributive justice on the involvement of the staff from Sylvanus Olympio Teaching Hospital in the work. His results suggest a relationship between the different elements (wage policy, work environment, participation in training among others) of the distributive justice mechanism and the involvement in the work. Ohioyenoye and Eguavoen (2019) examined the influence of organisational justice on employee engagement in the tertiary institutions in Edo State. Data collected were analysed with descriptive and Ordinary Least Square regression. They indicated that organisational justice has significant influence on employee engagement in the tertiary institutions in Edo State. It also revealed that each of the dimensions of organisational justice: distributional, procedural and interactional positively and significantly influenced employee engagement in the tertiary institutions in Edo State. Tafamel and Akrawah (2019) revealed that distributive justice has a positive and a significant relationship with employee commitment, interactive justice has a positive and insignificant relationship with employee commitment and procedural justice has a positive and a significant relationship with employee commitment.

Ajala (2017) determined the influence of organizational justice on job satisfaction of employees in the manufacturing sector in Ogun State. He adopted descriptive research design of the ex-post facto. Finding showed that there is strong relationship between the three dimensions of organisational justice and job satisfaction. He concluded that the level of job satisfaction is a direct response to the perceived existence of organisational justice at the workplace. In the study of Baba and Ghazali (2016), they found out that procedural and distributive justice was positively related to employee motivation while interactional justice has no relation to employee motivation. Inuwa (2016) examined the relationship between job satisfaction and performance of non-academic staff of Bauchi State University Gadau Nigeria.

He revealed that there is a positive and significant relationship between job satisfactions on the performance of non-academic staff of the University.

Akbolat, Isik, Yilmaz and Akca (2015) found out that there were high level of covariance relationships between procedural justice and interactional justice, between distributive justice and procedural justice and between distributive justice and interactional justice. Interactional justice and distributive justice have positive effect on both internal job satisfaction and external job satisfaction. Diab (2015) examined the impact of organizational justice on the workers performance and job satisfaction in the Ministry of Health's hospitals in Amman and He found out that there is a positive relationship for the organizational justice dimensions (distributive justice, procedural justice, interactional justice, evolutionary justice) on the worker performance, and worker satisfaction in the Hospitals of the Ministry of Health in Amman (MOHHA). Efanga, Aniedi and Idente (2015) revealed that there is statistically significant relationship between organizational justice and job performance of lecturers in the Federal universities in South-South zone of Nigeria.

8. Conceptual Model



Source: Adebayo, Oduntan and Odusanya, 2020.

This study examined organizational justice and secretaries' job satisfaction in public universities in South-West, Nigeria. Organizational justice proxies by distributive, procedural and interactional justices were independent variables and secretaries' job satisfaction is dependent variable.

9. Methodology

The study adopted descriptive survey research design; because data was collected from target population using questionnaire and presented without any form of manipulation. The study was carried out in three (3) state owned universities in South-West, Nigeria. However, there are nine (9) state owned universities in South-West, Nigeria. Lagos State University (LASU), Lagos State, Olabisi Onabanjo University (OOU), Ogun State and Tai Solarin University of Education (TASUED), Ijagun, Ogun State were the three universities examined. The population of the study comprised 143 professional secretaries working in LASU, OOU and TASUED. There are 62 professional

secretaries in LASU, 58 in OOU and 23 in TASUED as at January, 2020. A total of 132 professional secretaries were selected using purposive sampling technique as study sample size. This represents 92.3% of the population size. Researchers Instrument tagged 'Organizational Justice and Job Satisfaction Questionnaire (ORJJSQ)' was used for data collection. The instrument was validated by 5 experts from Business Education, Test and Measurement, Educational Management and Counseling Psychology Departments in Tai Solarin University of Education (TASUED), Ijagun, Ogun State. The reliability of the instrument was carried out twice in University of Lagos, Lagos State, Nigeria and the data collected were subjected to Pearson Product Moment Correlation (PPMC) formula and yielded 0.927 as reliability coefficient. Descriptive statistics of mean was used for answering research question one. The hypotheses were tested using PPMC at .05 significance level. **Decision Criteria:** Based on the cut-off point of 2.50 (strongly agree (SA) 4, agree (A) 3, disagree (D) 2 and strongly disagree (SD) 1). Any mean score equal to 2.50 or greater than 2.50 was regarded as agreed while any items with less than 2.50 was disagreed. When p-value is greater than the significance level ($p > .05$) null hypothesis is accepted, otherwise, the hypothesis is rejected.

10. Results and Discussion

Research Question 1: How efficient is the organizational justice and secretaries job satisfaction in public universities in South-West, Nigeria?

Table 1: Mean Responses on the Efficiency of Organizational Justice and Secretaries Job Satisfaction in Public Universities in South-West, Nigeria (n = 132)

Items Raised	Mean	Remarks
Promotion was based on merit	2.67	Agreed
Fairness in work procedures	3.90	Agreed
Participative decision making	2.77	Agreed
Moral and ethical standards	3.39	Agreed
Management bias in decision	1.89	Disagreed
Provision of objective data	2.30	Disagreed
Politeness office treatment	2.56	Agreed
Presence of truthfulness rules	2.65	Agreed
Standard organization propriety	3.18	Agreed
Secretaries always treated with decorum	2.99	Agreed

Source: Field Survey, 2020.

Table 1 revealed that promotion was based on merit, fairness in work procedures, participative decision making, moral and ethical standards, politeness office treatment, presence of truthfulness rules, standard organization propriety and secretaries always treated with decorum were among the efficiency of organizational justice on secretaries job satisfaction in public universities in South-West, Nigeria.

H0₁: There is no significant relationship between distributive justice and secretaries' job satisfaction in public universities in South-West, Nigeria.

Table 2: Relationship between Distributive Justice and Secretaries' Job Satisfaction in Public Universities in South-West, Nigeria (n = 132)

Variables	N	Mean	Std. Dev	f	tvalue	pvalue
Distributive Justice		18.3030	2.18230	3	.235	.0100
Secretaries Job Satisfaction	132	20.0742	6.12014			

Source: Field Survey, 2020

Table 2 indicated that there was significant relationship between the independent variable and dependent variable in the order of ($r = 0.235$, $p < .05$). On this premise, the null hypothesis was hereby rejected and the researchers concluded that there was significant relationship between distributive justice and secretaries' job satisfaction in public universities in South-West, Nigeria.

H0₂: There is no significant relationship between procedural justice and secretaries' job satisfaction in public universities in South-West, Nigeria.

Table 3: Relationship between Procedural Justice and Secretaries' Job Satisfaction in Public Universities in South-West, Nigeria (n = 132)

Variables	N	Mean	Std. Dev	df	tvalue	pvalue
Procedural Justice		36.8561	5.20589	3	.368	.000
Secretaries Job Satisfaction	132	37.6742	7.58010			

Source: Field Survey, 2020

Table 3 revealed that there was significant relationship between the independent variable and dependent variable in the order of ($r = 0.368$, $p < .05$). Based on this, the null hypothesis was rejected and the researchers concluded that there was significant relationship between procedural justice and secretaries' job satisfaction in public universities in South-West, Nigeria.

H0₃: There is no significant relationship between interactional justice and secretaries' job satisfaction in public universities in South-West, Nigeria.

Table 4: Relationship between Interactional Justice and Secretaries' Job Satisfaction in Public Universities in South-West, Nigeria (n = 132)

Variables	N	Mean	Std. Dev	df	tvalue	pvalue
Interactional Justice		27.5909	6.79577	3	.284	.003
Secretaries Job Satisfaction	132	17.1704	4.88130			

Source: Field Survey, 2020

Table 4 revealed that there was significant relationship between the independent variable and dependent variable in the order of ($r = 0.284$, $p < .05$). Therefore, the null hypothesis was rejected and the researchers concluded that there was significant relationship between interactional justice and secretaries' job satisfaction in public universities in South-West, Nigeria.

11. Discussion of Findings

The findings revealed that promotion was based on merit, fairness in work procedures, participative decision making, moral and ethical standards, politeness office treatment, presence of truthfulness rules, standard organization propriety and secretaries always treated with decorum were among the efficient of organizational justice on secretaries' job satisfaction in public universities in South-West, Nigeria. It was also indicated that there was significant positive relationship between organizational justice (distributive justice $r = 0.235$, $p < .05$; procedural justice $r = 0.368$, $p < .05$; interactional justice $r = 0.284$, $p < .05$) and secretaries' job satisfaction in public universities in South-West, Nigeria. These findings corroborate with Ohiorenaya and Eguavoen (2019) who indicated that organizational justice has significant influence on employee engagement in the tertiary institutions and that dimensions of organizational justice (distributional, procedural and interactional) positively and significantly influenced employee engagement in the tertiary institutions in Edo State. Tafamel and Akrawah (2019) revealed that distributive and interactive justice has a positive and a significant relationship with employee commitment. Ajala (2017) showed that there is strong relationship between the three dimensions of organizational justice and job satisfaction. He concluded that the level of job satisfaction is a direct response to the perceived existence of organizational justice at the workplace.

The findings also correlate with Baba and Ghazali (2016) who found out that procedural and distributive justice was positively related to employee motivation. Also, Akbolat, Isik, Yilmaz and Akca (2015) found out that there were high level of covariance relationships between procedural justice and interactional justice, between distributive justice and procedural justice and between distributive justice and interactional justice. The authors further identified that interactional justice and distributive justice have positive effect on both internal job satisfaction and external job satisfaction. Diab (2015) in his study, found out that there is a positive relationship for the organizational justice dimensions (distributive justice, procedural justice, interactional justice, evolutionary justice) on the worker performance, and worker satisfaction in the Hospitals of the Ministry of Health in Amman.

12. Conclusion and Recommendations

Having examined organizational justice and secretaries' job satisfaction in public universities in South-West, Nigeria, the following conclusions were drawn based on the findings of the study that:

a. Promotion was based on merit, fairness in work procedures, participative decision making, moral and ethical standards, politeness office treatment, presence of truthfulness rules, standard organization propriety and secretaries always treated with decorum were among the efficient of organizational justice on secretaries' job satisfaction in public universities in South-West, Nigeria.

b. There was significant relationship between distributive justice and secretaries' job satisfaction in public universities in South-West, Nigeria.

c. There was significant relationship between procedural justice and secretaries' job satisfaction in public universities in South-West, Nigeria.

d. There was significant relationship between interactional justice and secretaries' job satisfaction in public universities in South-West, Nigeria.

Based on the findings of the study, the following recommendations were raised:

a. The authority of state owned Universities in South-West, Nigeria should pay more attention to organizational justice by increasing and promoting fairness in distribution of reward among employees, particularly secretaries. That is, rewarding secretaries according to their efforts, contribution, needs, responsibilities, relevant skills, educations and training they have acquired.

b. Universities management in South-West, Nigeria should also sustain its efforts in fostering organizational justice in the interaction especially the information provided to secretaries and how members of organization treat, related and discuss issues.

c. Furthermore, universities management in South-West, Nigeria should ensure secretaries/employees are provided with useful feedback regarding a decision and its implementation and get fair hearing and result when they requests for additional information about the decision.

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