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**THE INFLUENCE OF ORGANIZATIONAL JUSTICE ON EMPLOYEE MOTIVATION,
LEADER-MEMBER EXCHANGE AS A MODERATOR (CASE OF TAZA PLC)**

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GSE:9918/15

**A THESIS PAPER SUBMITTED TO THE SCHOOL OF COMMERCE OF ADDIS
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THE AWARD OF A MASTER OF ARTS DEGREE IN HUMAN RESOURCE.**

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Addis Ababa, Ethiopia

Declaration

I, the undersigned, attest that Dereje A. (PhD) oversaw the preparation of the thesis, "The influence of organizational justice on employee motivation. leader-member exchange as a moderator (case of Taza Plc)." Every source was mentioned, cited, and added to the list of references. I certify that this thesis is entirely original with no parts that were submitted to other universities for credit towards a degree.

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SCHOOL OF COMMERCE
DEPARTMENT OF HUMAN RESOURCE MANAGEMENT

This certifies that the thesis with the title “The influence of organizational justice on employee motivation. leader-member exchange as a moderator (case of Taza plc)” carried out by Feven Tsegaye Tesfaye, was turned in as a partial completion of the Master's degree requirements.

It conforms to the rules set forth by the university and satisfies the recognized criteria for quality and creativity.

Approval of Board of Examiners

Advisor: **Dereje A. (PhD)**

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Date: _____

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Lists of Abbreviations

LMX – Leader-Member Exchange

PLC - Private limited company

OJ – Organizational Justice

DJ - Distributive Justice

PJ – Procedural Justice

IJ – Interactional Justice

EM – Employee Motivation

Abstract

The primary aim of this study was to examine the influence of organizational justice on employee motivation moderated by leader-member exchange (LMX). To achieve this, Primary data was gathered from 143 employees working at Taza plc using a closed-ended questionnaire. Considering the company's modest workforce a census method was utilized. The research employed both descriptive and explanatory designs. To describe the level of organizational justice and employee motivation at the case organization and to explain the causal links between organizational justice and employee motivation when moderated by leader-member exchange (LMX). Data analysis was conducted using a quantitative approach, incorporating descriptive statistics (mean and standard deviation) and inferential statistics (regression analysis). The findings indicate the three dimensions of organizational justice (distributive, procedural interactional) have a significant positive impact on employee motivation. Also from moderated regression result, leader-Member Exchange (LMX) positively and significantly moderates the relationship between all the three dimensions of organizational justice and employee motivation. Predominantly leader-member exchange showed relatively highest moderation effect between interactional justice and employee motivation. Consequently, this paper offers organizational recommendations and directions for future research

Key words: organizational justice, leader-member exchange and employee motivation

Chapter One

1. Introduction

The study aimed to study “The influence of organizational justice on employee motivation moderated by leader-member exchange (LMX), in the case of Taza plc”. This chapter includes the background of the study, statement of the problem, objectives of the study, significance of the study, scope of the study, the hypothesis, definition of terms, and organization of the study.

1.1. Background of the study

Organizational justice, encompassing distributive, procedural, and interactional justice, has been extensively studied for its significant impact on employee attitudes and behaviors. Employee motivation and organizational effectiveness remain central themes in enterprise human resource management. HR strategies aim to inspire employees and ultimately drive organizational success. Research has consistently demonstrated a positive association between organizational justice and employee motivation. When employees perceive fairness in the allocation of rewards, decisionmaking processes, and interpersonal treatment, they are more likely to feel valued, engaged, and committed to their work.

Globally, the dynamic interplay between organizational justice and employee motivation has garnered significant attention, as evidenced by extensive research highlighting the universal human desire for fairness in workplace settings. Studies across diverse cultures and industries have consistently demonstrated that procedural, distributive, and interactional justice perceptions significantly influence employee attitudes and behaviors, including motivation, job satisfaction, and organizational commitment. (Choi, (2011))

Moreover, the leader-member exchange (LMX) quality has emerged as a crucial moderating factor, shaping how employees perceive and respond to organizational justice. High-quality LMX, characterized by trust, respect, and mutual obligation, can amplify the positive effects of perceived justice on employee motivation by fostering a supportive and equitable work environment. Conversely, low-quality LMX may attenuate these effects, leading to feelings of alienation and reduced motivation. (Piccolo, 2008)

The interplay between organizational justice and employee motivation has been extensively explored in international contexts, revealing a consistent positive relationship. Studies across diverse cultures, from North America (Colquitt J. A., (2001) to Asia (Aryee, (2002), demonstrate that employees who perceive fairness in organizational procedures, outcomes, and interpersonal treatment exhibit higher levels of intrinsic and extrinsic motivation. Specifically, distributive justice, focused on the perceived fairness of resource allocation, has been shown to directly affect employees' perceived equity and subsequent motivation (Greenberg J. , (1987).

Procedural justice, concerning the fairness of the processes used to make decisions, fosters trust and commitment, thereby enhancing motivation. Furthermore, interactional justice, encompassing respectful and considerate interpersonal treatment, contributes to a sense of belonging and value, which significantly boosts motivation. However, the strength of these relationships is not uniform, as evidenced by studies indicating that leader-member exchange (LMX) plays a crucial moderating role. High-quality LMX, characterized by mutual trust, respect, and support, can amplify the positive effects of organizational justice on motivation. For instance, (Gerstner C. R., (1997) meta-analysis highlighted that LMX influences various employee outcomes, suggesting that strong leader-follower relationships can enhance the perceived fairness of organizational practices. In contrast, low-quality LMX may diminish the impact of perceived justice, as employees might attribute fair treatment to external factors rather than genuine organizational commitment. Applying these findings to the specific context of Taza plc will allow for a nuanced understanding of how organizational justice, moderated by LMX, influences employee motivation within a local Ethiopian business environment.

In the context of developing economies, such as Ethiopia, where organizational structures and management practices are rapidly evolving, understanding these dynamics is particularly critical. Taza PLC, a prominent entity within the Ethiopian business landscape, faces the challenge of fostering a motivated workforce amidst increasing competition and evolving labor expectations. Therefore, examining the influence of organizational justice on employee motivation, moderated by LMX provides a valuable opportunity to understand how these established international theories manifest in a specific local context, contributing to both academic knowledge and practical human resource management strategies.

Taza Plc, a leading company in Addis Ababa, Ethiopia, relies on the dedication and motivation of its employees to achieve its organizational goals. However, the extent to which employees perceive

fairness and justice in the workplace can significantly influence their motivation and overall job performance. This study aims to explore the relationship between organizational justice and employee motivation leader-member exchange as a moderator. By examining the specific dimensions of organizational justice, such as distributive, procedural, and interactional justice, this research seeks to identify how organizational justice influences employee motivation and provide recommendations for enhancing organizational practices.

1.2. Problem Statement

Organizational justice is a dynamic construct that can be influenced by various factors over time. This study aims to investigate the evolving relationship between organizational justice and employee motivation moderated by leader-member exchange (LMX) at Taza Plc.

According to equity theory and social exchange theory, employees evaluate the fairness of organizational treatment, including the distribution of rewards, decision-making processes, and interpersonal interactions. When employees perceive a lack of justice, their motivation may decline, leading to negative consequences such as decreased job performance, increased absenteeism, and higher turnover intentions. (Adams J. , 1965)

Existing research has consistently demonstrated a strong positive relationship between organizational justice and employee motivation. Studies have shown that employees who perceive fairness in organizational processes, procedures, and outcomes are more likely to be motivated, engaged, and committed to their work. This positive association is attributed to various mechanisms, including increased trust in the organization, enhanced job motivation, and a stronger sense of psychological safety. (Colquitt J. A., 2001)

The importance of organizational justice has been widely recognized in Western contexts, its impact on employee motivation in developing countries, such as Ethiopia, remains relatively understudied. While numerous studies have explored the relationship between organizational justice and employee motivation, limited research has been conducted within the specific context of Ethiopian organizations, particularly in the manufacturing sector. This study has bridged this gap by examining the influence of organizational justice dimensions (distributive, procedural, and interactional) on employee motivation moderated by leader-member exchange (LMX).

1.3. Research Question

When the researcher started this study, the research addressed the following questions,

1. Does distributive justice affect employee motivation?
2. Does procedural justice affect employee motivation?
3. Does interactional justice affect employee motivation?
4. How does LMX moderate the effect of distributional justice on employee motivation?
5. How does LMX moderate the effect of procedural justice on employee motivation?
6. How does LMX moderate the effect of interactional justice on employee motivation?

1.4. Objectives of the Study

1.4.1. General Objective

The General objective of this research is to analyze the influence of organizational justice on employee motivation through the moderating effect of leader-member exchange.

1.4.2. Specific Objectives

1. To examine the effect of distributive justice on employee motivation.
2. To examine the effect of procedural justice on employee motivation.
3. To examine the effect of interactional justice on employee motivation.
4. To test the moderating effect of LMX on the relationship between distributive justice and employee motivation.
5. To test the moderating effect of LMX on the relationship between procedural justice and employee motivation.
6. To test the moderating effect of LMX on the relationship between interactional justice and employee motivation.

1.5. Significance of the study

- The study can help businesses understand how to create a fair and just work environment that fosters employee motivation. It can help organizations better anticipate and address employee motivation issues. By assessing the current level of organizational justice and employee motivation at Taza PLC, this study can identify areas where improvements can be made. It can help pinpoint specific practices or policies that may be hindering employee motivation and suggest ways to address these issues.

Based on the findings of the study, Taza PLC can develop targeted interventions to enhance organizational justice and employee motivation.

- The proposed study will enlighten managers, how the overlooked leader-member exchange/relation/interaction critically affects the overall wellbeing of the organization by achieving highly motivated employees through strong two way interaction with leaders and members.
- The study can inform the development of workplace policies that promote organizational justice and employee well-being. The study can also provide valuable insights for managers to create a more just and equitable work environment, leading to increased employee motivation.

1.6. Scope of the Study

The purpose of this study is to examine the moderating effect of leader-member exchange (LMX) between organizational justice and employee motivation. Nonetheless, it is critical to recognize several restrictions within its scope described below:

The study particularly focused on testing the influence of only the three dimensions of organizational justice (distributional, procedural, and interactional) on employee motivation. And a single moderator namely leader-member exchange (LMX) high and low LMX are only considered. Hence, it will not capture the full spectrum of organizational justice and dimensions of leader-member exchange and other potential moderators.

Institutionally and Geographically, the research focuses exclusively on Taza PLC, a specific private company. This targeted approach aims to provide context-specific insights into the interplay between organizational justice, employee motivation, and leader-member exchange (LMX) within a single organizational setting. The study is confined to the operational sites of Taza PLC. Methodologically, the research is descriptive and explanatory by design and employs a quantitative approach, utilizing survey questionnaires to gather data from a representative employees of the organization.

1.7. Limitations of the study

This study on the influence of organizational justice on employee motivation has several limitations that could potentially impact the generalizability and robustness of the findings.

First, the study's scope is limited to a single organization, TAZA Plc. While this case study approach provides in-depth insights into the specific context, it limits the generalizability of the findings to other organizations.

Second, the case study relies on self-reported data collected through a survey. While surveys are a common method for gathering data they are susceptible to various biases. Respondents may be inclined to provide socially desirable answers or may have difficulty accurately recalling and reporting their experiences. This could potentially distort the findings and underestimate or overestimate the true impact of organizational justice on employee motivation.

Third, the study's reliance on a single moderating variable, leader-member exchange and only the three dimensions of organizational justice. Excluding the additional dimensions of organizational justice such as interactional or informational justice dimensions of LMX (contribution, loyalty, affect and professional respect) may limit the comprehensiveness of the study and may overlook important nuances in the relationship between organizational justice and employee motivation.

1.8. Organization of the study

There are five chapters in this study paper. The first chapter provides an overview of the introductory section, which includes the study's background, issue statement, significance, scope, and objectives, as well as the research questions the study attempts to address and its limitations. The study's review of the literature will be covered in the second chapter. The third section provides an overview of the research design and methodology, including information on sampling techniques and data analysis methods. The fourth chapter includes the primary portion of the study, which deals with the analysis of the gathered data and its findings. The fifth and final chapter summarizes the major discoveries and offers recommendations and conclusions.

1.9. Definition of key terms

Organizational justice refers to the perceived fairness of organizational procedures, decisions, and treatment of employees. It encompasses three primary dimensions (ies, 1986)

Distributive Justice: This dimension focuses on the perceived fairness of the distribution of resources and rewards within an organization. It involves the equitable allocation of benefits, such as pay, promotions, and workload. (Longley, R. April 27, 2022)

Procedural Justice: This dimension relates to the perceived fairness of the processes and procedures used to make decisions and allocate resources. It involves the transparency, consistency, and accuracy of decision-making processes. ([Yale Law School, 2015](#))

Interactional Justice: This dimension pertains to the quality of interpersonal treatment employees receive from their supervisors and colleagues. It involves respectful treatment, dignity, and honesty in communication. (Colquitt J. A., 2001)

Employee motivation refers to the internal drive and enthusiasm that propels individuals to exert effort and persist in their work. It is influenced by a variety of factors, including intrinsic and extrinsic motivators. (D'Alessandro, 2024)

Leader-member exchange (LMX) theory: posits that leaders develop unique relationships with each of their subordinates, and the quality of these dyadic relationships influences various attitudes and behaviors. High-quality LMX relationships are characterized by trust, respect, and mutual obligation, leading to increased job satisfaction, organizational commitment, and performance. Conversely, low-quality LMX relationships are marked by formal exchanges and a lack of personal connection, often resulting in decreased employee engagement and well-being. (Gerstner C. R., 1997)

TAZA Plc is a detergent manufacturer established in 2005 E.C in Addis Ababa, Ethiopia. Specific organization within which this study was conducted. (Taza Plc, Taza Plc liquid Detergent, 2024)

Chapter Two

2. Related literature review

2.1. Introduction

This chapter reviews related literature, theories, and empirical studies better to understand the Influence of Organizational Justice on Employee Motivation. The researcher also uses conceptual frameworks to gain a deep understanding of the concepts included in the study.

2.2. Theoretical literature review

2.2.1. Organizational justice

Organizational justice refers to the perception of fairness in the workplace. It encompasses employee perceptions of how they are treated and how decisions are made within an organization. (Greenberg J. &, 2001)

Organizational justice, a multifaceted concept encompassing fairness and equity in the workplace, is pivotal in fostering employee motivation and overall organizational success. Employees who perceive fairness in their treatment are more likely to be engaged, motivated, and committed to their work. (Matthias Seifert, 2015)

2.2.1.1. Dimensions of Organizational Justice

Distributive Justice: This dimension focuses on the perceived fairness of outcomes, such as pay, promotions, and rewards, relative to individual contributions and inputs. Employees expect that rewards and resources are distributed equitably based on their performance, skills, and efforts. Studies have consistently shown a strong positive relationship between distributive justice and employee motivation (Cropanzano, 2007)

Distributive Justice, a cornerstone of organizational justice theory, refers to the perceived fairness of outcomes or rewards allocated within an organization. It examines whether individuals believe that rewards, such as pay, promotions, and assignments, are distributed equitably among employees based on their contributions, efforts, and performance. This encompasses various allocation norms, including equity (rewards proportional to individual contributions), equality (equal rewards for all), and need (rewards based on individual needs). (Cropanzano, 2007)

When employees perceive that rewards are distributed fairly, they experience greater job motivation, increased organizational commitment, and enhanced motivation. Conversely, perceived inequity in rewards can lead to negative consequences, such as decreased motivation, reduced productivity, increased turnover intentions, and even counterproductive work behaviors. Distributive justice plays a crucial role in fostering a positive and productive work environment where employees feel valued and motivated to perform at their best.

Equity theory

Equity theory, developed by J. Stacy Adams in 1965, posits that individuals are motivated to maintain fairness in their social exchanges. This theory is rooted in the idea that people compare their inputs (e.g., effort, skills, education) and outputs (e.g., salary, recognition, benefits) to those of others in similar situations. When individuals perceive inequity, they experience tension and are motivated to restore balance. ([Adams J. S., 1965](#))

Adams proposed that individuals compare their input-to-output ratio to a comparison other (referent other), who may be a coworker, colleague, or even a generalized person in society. This comparison can lead to feelings of equity, under reward inequity, or over reward inequity.

Equity theory has significant implications for various domains, including workplace motivation, organizational behavior, and interpersonal relationships. In the workplace, managers can apply equity theory by ensuring fair compensation, providing opportunities for growth and development, and recognizing and rewarding employees' contributions. By addressing perceived inequities, organizations can enhance employee motivation, reduce turnover, and improve overall job motivation.

Adam's Equity Theory

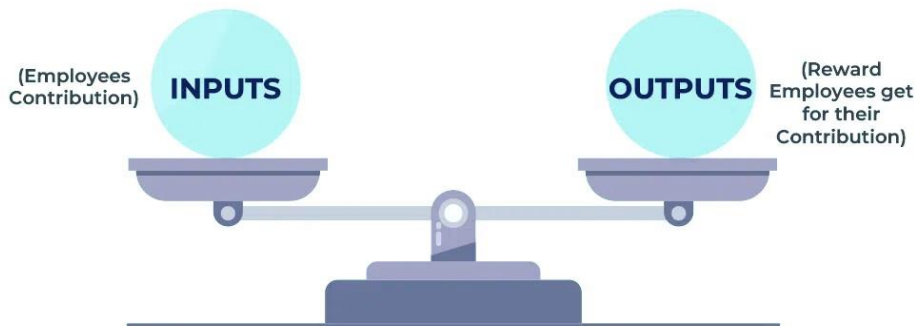


Figure 1: Adam's Equity Theory: Concept, Merits and Demerits (Adams J. S., 2024)

Procedural Justice: This dimension emphasizes the fairness of the processes and procedures used to make decisions that affect employees. Employees are more satisfied when they believe that decision-making processes are fair, transparent, consistent, and involve employee participation. Procedural justice has been found to have a significant impact on employee attitudes and behaviors, including job motivation, organizational commitment, and trust (Tom R. Tyler, 1988)

Lind and Tyler's (1988) Group-Value Model of procedural justice posits that individuals are not only concerned with the outcomes of decisions but also with the fairness of the procedures used to reach those decisions. This model suggests that people value procedural justice because it provides a sense of belonging and inclusion within a larger social group, fostering trust and legitimacy in the decision-making authority.

Expectancy Theory

Expectancy theory, a prominent model of motivation, posits that an individual's motivation is determined by their belief that effort will lead to desired performance (expectancy), the belief that successful performance will result in specific outcomes (instrumentality), and the value placed on those outcomes (valence). Essentially, individuals are motivated to exert effort when they believe their efforts will result in successful performance, that successful performance will be rewarded, and that the rewards are valuable and desirable. (Jeremy Sutton, 2024)

According to expectation theory, people are driven to work hard when they think that their efforts will result in effective performance that achievement will lead to desired outcomes and that those results would have personal value.

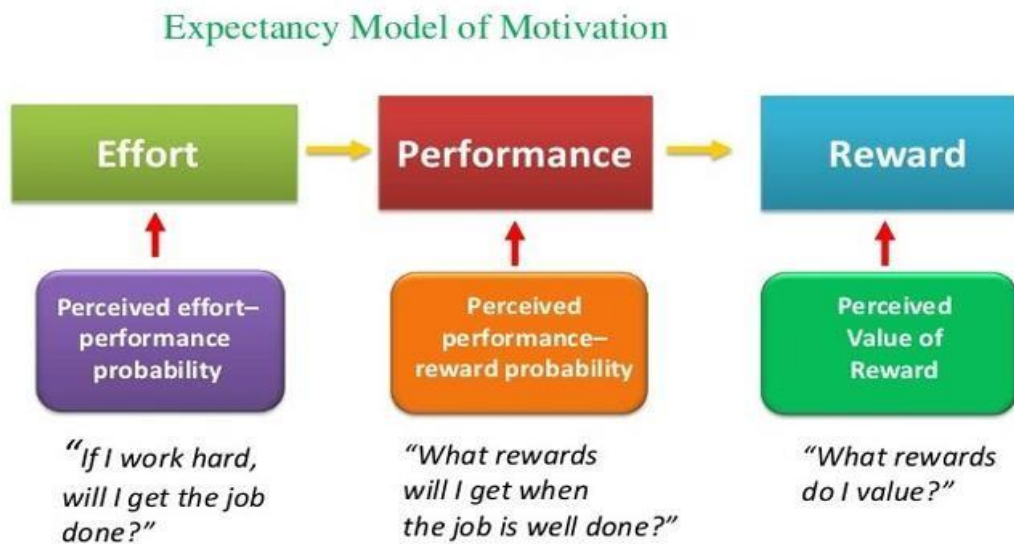


Figure 2: Expectancy Theory (Vroom, 1964)

Interactional Justice: a surface of organizational justice, concerns the fairness of interpersonal treatment experienced by individuals, particularly during the implementation of procedures or the distribution of outcomes. (Bies R. J., 1986)

It emphasizes the quality of communication and respect shown to individuals. This form of justice is highly influential in shaping perceptions of fairness, trust, and commitment within organizations.

When individuals perceive that they are treated with dignity, and consideration, and are provided with adequate explanations, they are more likely to view the organization and its processes as just. Conversely, a lack of interactional justice can lead to feelings of resentment, distrust, and even counterproductive work behaviors. (Roy, 2012) This dimension pertains to the quality of interpersonal treatment employees receive from their supervisors and colleagues.

This dimension pertains to the quality of interpersonal treatment employees receive from their supervisors and colleagues. It encompasses two aspects: informational justice and interpersonal justice.

Informational justice The degree to which workers believe they are sufficiently informed about decisions and justifications is known as informational justice. It is also defined as the quality of justice treatment received by employees in interpersonal communication, including accurate, sufficient and

timely expression and interpretation of information about positions, decisions, and actions taken by others. (Colquitt J.A., 2001)

Interpersonal justice; focuses on the respectful and dignified treatment employees receive during interactions. Research has demonstrated that interactional justice is strongly associated with employee motivation and organizational citizenship behaviors (Colquitt J. A., 2001)

Social Exchange Theory

The social exchange theory posits that the relationship between people is based on reciprocity, trust, honesty, mutual assistance, equality, and mutual benefit. A person who acts positively toward another person will indirectly trigger similar reciprocal behavior from that person. When one person perceives the other person's negative behavior or inappropriate behavior (e.g., unfair treatment), he or she develops a sense of distrust a fear that the other person may cause harm. This distrust often leads to negative behaviors, such as reducing willingness to share information, rejecting the transfer of tacit knowledge, or implementing knowledge-hiding behaviors. (John Wiley, 1964)

As a specific form of social exchange, can effectively improve employees' acceptance and tolerance of negative information or decisions, thus reducing employees' deviant behavior in the workplace. (Greenberg J., 1990) Greenberg suggests that a detailed and polite explanation of temporary pay cuts could reduce negative behaviors caused by insufficient pay, such as corporate theft and staff turnover.

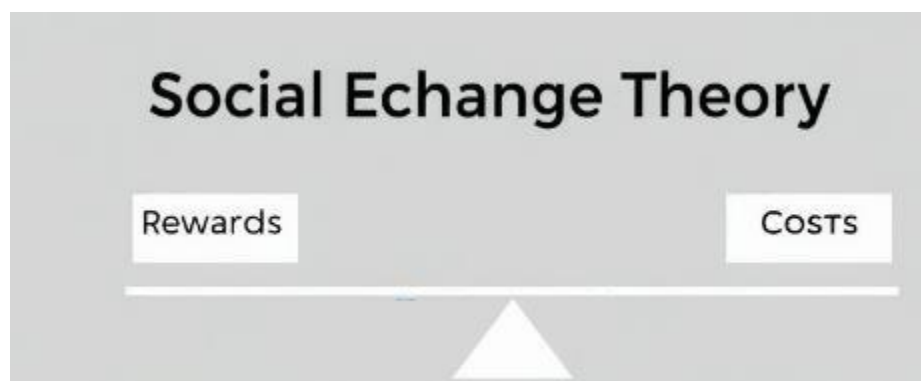


Figure 3: Social Exchange Theory (George Homan's, 1958)

2.2.2. Employee Motivation

The concept of employee motivation is complex and includes a person's emotional, mental, and behavioral health in the workplace. It reflects how content and fulfilled employees feel about various aspects of their jobs, including their roles, responsibilities, relationships with colleagues and supervisors. Positive attitudes, a strong sense of belonging, and a desire to contribute to the success of the company are characteristics of highly motivated employees. (Spector, 1997)

2.2.2.1. Key Dimensions of Employee Motivation

Job Characteristics: This dimension encompasses factors such as the nature of the work itself, including its complexity, autonomy, and the opportunity for growth and development. A challenging and stimulating job that allows employees to utilize their skills and contribute meaningfully to the organization is often associated with higher levels of motivation (Hackman, 1976)

Compensation and Benefits: Comprehensive benefit packages and competitive, fair pay are essential for motivating employees. Workers must believe that their efforts are appreciated and that they are receiving just compensation. (Milkovich, 2008)

Work-Life Balance: Balancing work responsibilities with personal and family commitments is increasingly important for employees. Employee satisfaction is typically higher in companies that promote work-life balance through flexible scheduling, generous leave policies, and a culture that prioritizes employee well-being. (Greenhaus, 2007)

Leadership and Supervision: Effective leadership and supportive supervision play a critical role in fostering employee motivation. Employees who feel respected, valued, and supported by their managers are more likely to be engaged and motivated (Yukl, 2010).

Organizational Culture: A positive and inclusive organizational culture that promotes open communication, collaboration, and a sense of community can significantly impact employee motivation. Workers are more likely to be content with their positions if they believe they are part of a supportive team and are valued and respected as individuals. (Schein, 2010)

Recognition and Rewards: Recognizing and rewarding employee contributions, both formally and informally, can significantly boost morale and motivation. Workers are more likely to be content with their positions and dedicated to the company if they feel valued for their efforts and achievements. (Eisenberger R. H., 1986)

The impact of organizational justice on employee motivation extends beyond individual attitudes and behaviors. When employees perceive that their workplace is fair and equitable, they are more likely to trust their organization and to be committed to their jobs. This can lead to increased organizational citizenship behaviors, such as helping colleagues, going the extra mile, and speaking positively about the organization. In turn, these behaviors can contribute to a more positive and productive work environment. (Dr. Annette Towler, 2019)

2.2.3. Leader-member exchange (LMX)

Leader-member exchange (LMX) theory posits that leaders and subordinates develop unique dyadic relationships characterized by varying levels of mutual trust, respect, and support. These relationships can be categorized as high-quality or low-quality exchanges. High-quality LMX relationships are characterized by frequent, open, and supportive interactions between leaders and subordinates, leading to increased employee empowerment, job satisfaction, and organizational commitment. Conversely, low-quality LMX relationships are characterized by formal, task-oriented interactions, often resulting in decreased employee motivation and increased turnover intentions. (Arun Aggarwal, 2020)

2.2.3.1. Dimensions of Leader-Member Exchange (LMX)

High-Quality LMX: Characterized by mutual trust, respect, and obligation. In these relationships, subordinates receive greater support, resources, and challenging assignments, increasing job satisfaction and performance. (Wang S., 2011)

Low-Quality LMX: Characterized by formal relationships based on job descriptions. Subordinates in these relationships receive less attention, support, and resources, often leading to lower job satisfaction and performance. (Rhoades L., 2002)

2.3. The impact of Organizational Justice on Employee Motivation

Organizational justice is a critical factor in fostering positive employee experiences and driving organizational success. It describes how workers view fairness in the workplace, taking into account many facets of their interactions and treatment within the company. Employee motivation, on the other hand, reflects employees' overall contentment with their jobs and the workplace environment. These two constructs are closely intertwined, with organizational justice significantly influencing employee motivation levels. (Xiaofu Pan, 2018)

Organizational Justice feel that their contributions are valued and that they are treated with dignity and respect and dignity are more likely to be content with their positions, have faith in the organization, and trust their managers. These positive emotions, which are a result of a sense of justice, can also lead to higher levels of job motivation. Trust between workers and their managers, as well as between workers and the company overall, can be fostered by perceptions of justice. More dedication, loyalty, engagement, and motivation can result from this trust: Workers who believe they are receiving fair treatment are more likely to be motivated to give their best effort, be engaged in their work, and experience less stress and burnout: Because workers are less likely to feel negative emotions like anger, resentment, and irritation when they feel that justice is being served, stress and burnout can be decreased.

For instance studies by Deci & Ryan (2008) have shown that environments supporting psychological needs result in enhanced motivation. Furthermore, practical applications of these concepts can be seen in educational and workplace settings, where fostering autonomy through choice, providing opportunities for skill development, and building a sense of community significantly boost intrinsic drive. It also enhanced extrinsic motivation moves beyond simple reward-and-punishment systems, focusing on creating a more nuanced and effective approach. It involves strategically implementing external incentives to drive behavior while minimizing the potential for undermining intrinsic motivation.

This can include providing clear goals and expectations, offering meaningful and timely rewards, and incorporating social elements like recognition and healthy competition. Crucially, successful extrinsic motivation often involves aligning external rewards with desired outcomes and behaviors, ensuring that they reinforce the specific actions being encouraged. Furthermore, it is important to balance extrinsic motivators with opportunities to foster intrinsic motivation, avoiding an overreliance on external factors.

2 This approach is particularly valuable in structured environments like education and workplaces, where

it can promote engagement, productivity, and skill acquisition. Sources that reinforce these concepts include discussions of extrinsic motivation and behavior change and analysis of how to effectively apply extrinsic motivation in different settings.

Third, Building boosted trust and commitment is crucial in various contexts, from organizational leadership to interpersonal relationships. It involves a multifaceted approach, emphasizing consistent actions, clear communication, and genuine concern for others. Trust, as highlighted by sources like Full Focus, is built through aligning words with actions, fostering an environment where individuals feel valued, and maintaining clarity and accountability. As explored by AIHR, organizational commitment encompasses employees' emotional attachment, perceived costs of leaving, and sense of obligation. Fostering this commitment involves creating an inclusive environment, promoting transparent communication, and exhibiting a dedication to the welfare of employees.

2.4. Leader-member exchange as a moderator

In the context of organizational justice and employee motivation, LMX can act as a moderating variable, influencing the strength of the relationship between the two. This means that the impact of organizational justice on employee motivation may be stronger or weaker depending on the quality of the LMX relationship. (Lennart & Volmer, 2022)

LMX theory posits that leaders develop unique, dyadic relationships with each of their subordinates, resulting in varying levels of exchange quality. These relationships range from high-quality exchanges, characterized by mutual trust, respect, and support, to low-quality exchanges, marked by formal, contractual interactions. (Miller, 2024) In the context of organizational justice, the perception of fairness, whether distributive, procedural, or interactional, can be significantly influenced by the quality of the LMX relationship. For instance, even when employees perceive low procedural justice, a high-quality LMX relationship can buffer the negative impact on their motivation. This occurs because the strong leader-member bond fosters a sense of psychological safety and trust, leading employees to attribute perceived injustices to external factors rather than the leader's intentional unfairness. Conversely, in low-quality LMX relationships, even perceived high organizational justice might not translate into increased motivation, as employees might interpret it as a transactional obligation rather than a genuine act of fairness. The leader's role in the LMX relationship becomes critical in shaping employees' interpretation of justice perceptions. Specifically, a high-quality LMX relationship can amplify the positive effects of

perceived justice on employee motivation by fostering a sense of belonging, shared goals, and reciprocal commitment. This moderating effect implies that the strength of the relationship between organizational justice and employee motivation is contingent upon the level of LMX quality. Therefore, researchers need to consider LMX as a crucial contextual factor when examining the effects of organizational justice on employee motivation, recognizing its ability to either strengthen or weaken the impact of justice perceptions.

2.5. Empirical Literature Review

Organizational justice and employee motivation are two critical factors that significantly influence the overall success and performance of any organization. Employees' perceptions of fairness in the workplace, which include distributive, procedural, and interactional justice, are referred to as organizational justice. Conversely, employee motivation is a favorable emotional state brought on by an assessment of one's position and work history. Extensive research has explored the relationship between these two constructs, highlighting their mutual influence on each other. These two constructs are closely intertwined, with organizational justice significantly influencing employee motivation levels. (Xiaofu Pan, 2018)

The study by (Jones, G. R. 2000) examines the relationship between organizational justice and employee innovative work behavior (IWB). The researchers look into how employees' willingness to participate in innovative and creative work practices is influenced by several aspects of justice, such as distributive, procedural, and interactional justice. The study also explores the mediating role of knowledge sharing in this relationship.

Key findings of the study is organizational justice positively influences employee innovative work behavior. This finding supports previous research that has shown a strong link between perceptions of fairness and employee engagement and performance. The relationship between employee innovative work behaviour and organisational fairness is mediated by knowledge sharing. The finding suggests that workers who exercise fair treatment are more likely to share their knowledge with others, which in turn leads to increased innovation. The three dimensions of organizational justice (distributive, procedural, and interactional) have different effects on employee innovative work behavior. Distributive justice, which refers to the fairness of outcomes, has the strongest direct effect on IWB. Procedural justice, which refers to the fairness of the processes used to make decisions, has a weaker direct effect on IWB but a

stronger indirect effect through knowledge sharing. Interactional justice, which refers to the quality of interpersonal treatment, has the weakest direct effect on IWB but a moderate indirect effect through knowledge sharing.

The study, “The Impact of Organizational Justice on Employee Performance” A Survey in Turkey and Turkish Context, by Faruk Kalay's, explores the association between organizational justice and employee performance within the specific cultural context of Turkey. The Key Objectives of the study is investigate the influence of different dimensions of organizational justice (distributive, procedural, and interactional) on employee motivation and provide insights into how organizational justice is perceived and experienced by employees in Turkey.

The Methodology used is a quantitative. The Sample of the study focuses on public school teachers in three Turkish metropolitan cities. Key Findings of the Study on Distributive Justice, The study found a positive and significant impact of distributive justice on employee task performance. This suggests that when employees perceive fairness in the allocation of resources and rewards, their performance tends to improve. On other dimensions; however, the study finds no significant association between organizational justice and employee performance.

The strength of the study is in terms of contextual Focus, The study contributes to the literature by examining organizational justice within the specific cultural context of Turkey. This is important as cultural values and norms can influence how employees perceive and respond to fairness in the workplace. In terms of Quantitative Rigor, The use of PLS-SEM allows for robust analysis of the relationships between variables, enhancing the reliability of the findings. In terms of practical implications, The findings offer valuable insights for managers and organizations in Turkey on how to foster a sense of justice in the workplace and improve employee performance.

The study “The Effect of Leader-Member Exchange Leadership on Employee Readiness for Organizational Change: The Case of East Africa Bottling Share Company” by Nigus Alemu likely employs a quantitative approach, using surveys to collect data from a sample of employees at EABSC. Statistical analysis, potentially including regression analysis, to test the hypothesized relationship between LMX and change readiness.

The study's main conclusion is that employee readiness for organizational change is significantly and correlated with leader-member exchange (LMX) leadership. This implies that team members are more likely to be open to and supportive of organizational changes when leaders have positive relationships with them. According to the study, by emphasizing the development of solid, wholesome relationships marked by loyalty, contribution, affect, and respect, leaders can anticipate and impact their subordinates' preparedness for change.

By addressing these potential research gaps, future studies can contribute to a more comprehensive understanding of the complex relationship between LMX leadership and employee readiness for organizational change, ultimately leading to more effective change management practices in organizations.

The current study is positioned to proceed with the moderation effect of leader-member exchange between organizational justice and employee motivation. This is due to the fact that many authors in the field concur that employees are more likely to trust and have good relationships with their leaders when they believe that their organization's policies, procedures, and decision-making process are fair.

(Aggarwal A., 2018), It may then result in increased levels of communication between leaders and members. Additionally, employees are more inclined to engage with their leaders in a favorable work atmosphere where organizational fairness is highly perceived. It is simpler to establish high-quality LMX that is characterized by mutual respect, open communication, and shared goals when there is greater openness and trust.

2.6. Conceptual Framework

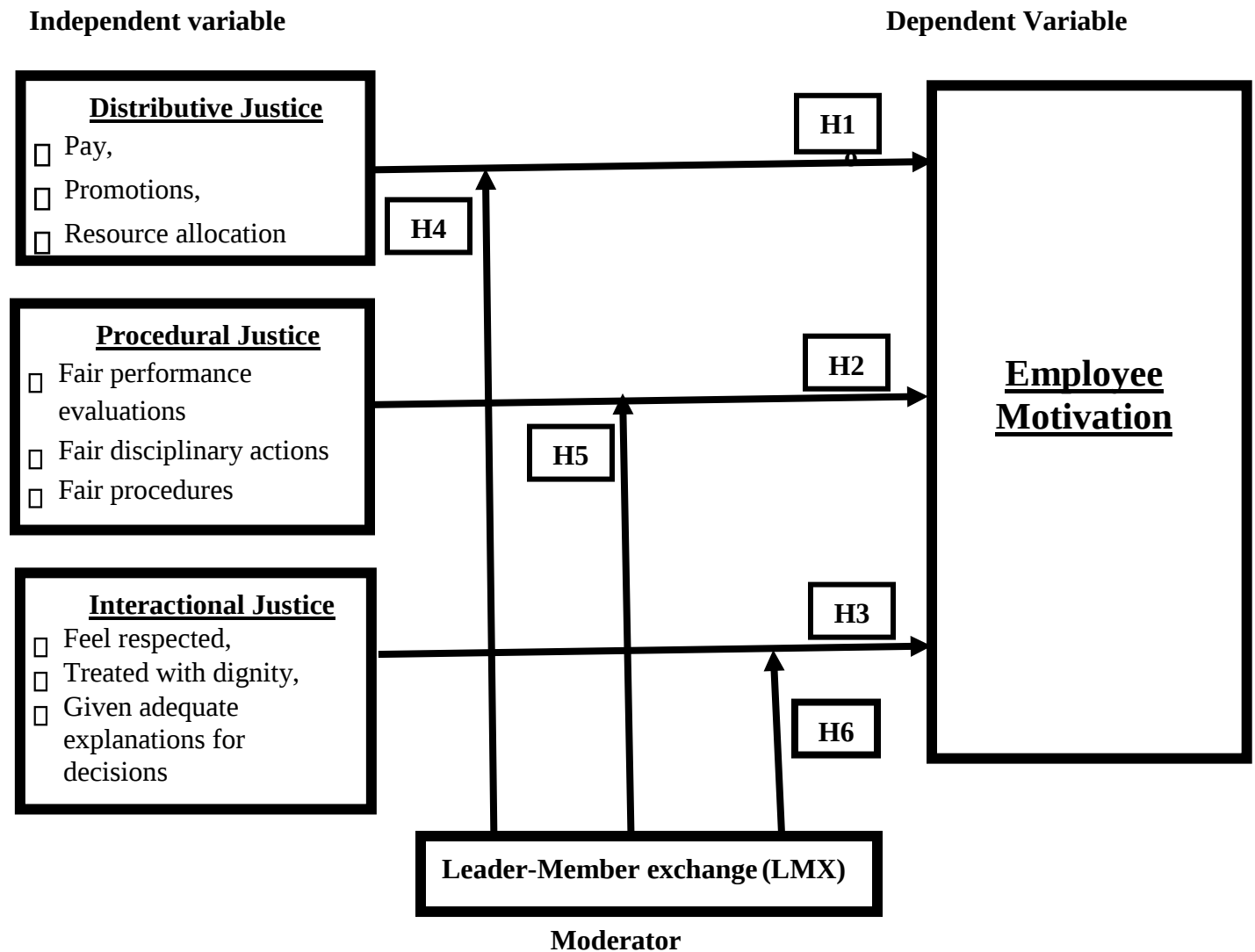


Figure 4: Conceptual Framework on the dimensions of Organizational Justice (Khalil, 2015)

Key Variables

Distributive Justice: Refers to the perceived fairness of outcomes, such as pay, promotions, and resource allocation. Employees who feel that rewards and punishments are distributed equitably are more likely to be motivated. (Colquitt J. A., 2001)

Procedural Justice: Concerns the fairness of the processes used to make decisions, such as performance evaluations and disciplinary actions. Employees who believe that procedures are fair and transparent are more likely to be motivated. (Lind, 1988)

Interactional Justice: Relates to the quality of interpersonal treatment employees receive from supervisors and colleagues. Employees who feel respected, treated with dignity, and given adequate explanations for decisions are more likely to be motivated. (Bies R. J., 1986)

Employee motivation: is characterized by positive attitudes, a strong sense of belonging, and a willingness to contribute to the organization's success (Spector, 1997)

Leader-member exchange (LMX): Mutual trust, respect, and duty define the dyadic connection between a leader and a subordinate. It is often described as a "high-quality" relationship that goes beyond formal job roles and responsibilities. (Omobude & Evelyn, 2019)

2.6. Hypothesis

Following the discussions in the earlier sections of the literature review, the following hypotheses are proposed.

H1: The effect of distributive justice on employee motivation is significant and positive.

H2: The effect of procedural justice on employee motivation is significant and positive.

H3: The effect of interactional justice on employee motivation is significant and positive.

H4: The effect of distributive justice on employee motivation gets stronger for positive LMX.

H5: The effect of procedural justice on employee motivation gets stronger for positive LMX.

H6: The effect of interactional justice on employee motivation gets stronger for positive LMX.

Chapter Three

3. Research Methodology

3.1. Introduction

The main objective of this research was to assess the influence of organizational justice on employee motivation through the moderating effect of leader-member exchange (LMX) In the case of TAZA PLC. This chapter discussed how the research methodology, research design, approach, population, sample size, sampling techniques, data source and collection method, and ethical considerations.

3.2. Research Design

The study is both descriptive and explanatory in its design. To describe the level of organizational justice and employee motivation and to explain the causal links between organizational justice and employee motivation when moderated by leader-member exchange (LMX).

The descriptive component focuses on describing the existing relationship between organizational justice and employee motivation. The researcher employed descriptive statistics, such as means, standard deviations, and frequencies, to paint a clear picture of the organizational justice and employee motivation in the case organization.

Explanatory or casual research approach is used with the objective of establishing the cause and effect relationship between variables i.e. between dimensions of organizational justice, employee motivation and leader-Member Exchange. This approach is selected because the main purpose of the study is to test influence of organizational justice on employee motivation when moderated by leader-member exchange.

3.3. Research Approach

To answer the study questions quantitative research approach were employed. Numerical data was collected and analyzed quantitatively using statistical tools. The researchers used a cross-sectional research approach. This methodology involved collecting data from a diverse group of individuals who represent various segments of the population, allowing for the examination of relationships between variables.

3.4. Target Population

Considering TAZA PLC's modest workforce of 160 employees, a census method is utilized for this study. This involved including the entire population in the research, which eliminates the need for sampling techniques and guarantees that every individual has an equal opportunity to be part of the study (Trochim,

2006). Consequently, the sample size for this research consists of all 160 employees currently employed at TAZA PLC. This approach ensures that every employee in the organization is included, providing comprehensive coverage of the target population (Trochim, 2006).

3.5. Data Sources and Collection Methods

This research gathered primary data from the staff of TAZA PLC. The data was obtained through a self-administered closed-ended questionnaire. The questionnaire consisted of structured five-point Likert scale questions. The primary data collected through standard and validated questionnaire developed by Colquitt J.A. 2001, (organizational justice) Liden, R. C., & Maslyn, J. M. (1998)(Leader-member exchange) as well as Gagné, M., & Deci, E. L. (2005) (employee motivation) to capture the respondents responses regarding the influence of organizational justice on employee motivation moderated by leader-member exchange (LMX).

3.6. Method of Data Analysis

The collected data coded and uploaded into computer software called Statistical Package for the Social Sciences (SPSS) version 24.0 for analysis. Descriptive and inferential statistics was used in the analysis. Hence, descriptive analysis tools, included frequency, mean, and standard deviation, to measure the effect of organizational justice on employee motivation. Pearson's correlation coefficient was used to analyze the effect of organizational justice on employee motivation and multiple linear regression was also employed to identify the most prevalent independent variables that influence employee motivation.

$$EM = \beta_0 + \beta_1 (DJ) + \beta_2 (PJ) + \beta_3 (IJ) + \beta_4 (DJ) \beta_4 + \beta_5 (PJ) \beta_4 + \beta_6 (IJ) \beta_4 + \varepsilon \quad \text{Where;-}$$

EM = Employee Motivation (Dependent Variable),

β_0 = constant term,

DJ = Distributive Justice,

PJ = Procedural Justice,

IJ = Interactional Justice,

$\beta_4 (DJ) \beta_4$ = Moderating effect of LMX on the relationship between Distributive Justice and Employee Motivation

β_5 (PJ) β_4 = Moderating effect of LMX on the relationship between Procedural Justice and Employee Motivation.

β_6 (IJ) β_4 = Moderating effect of LMX on the relationship between Interactional Justice and Employee Motivation.

ϵ = error term.

β : Coefficients associated with each independent variable which measures the change in value of EM, per unit change in their respective independent variables.

3.7. Reliability and validity test

Reliability testing is crucial for establishing the consistency and dependability of measurement instruments. Internal consistency is often assessed using Cronbach's alpha, which measures how closely related a set of items are as a group. Ensuring reliability is essential for valid research, as unreliable measures can lead to inaccurate conclusions. According to (Bell., (2007)) Cronbach's alpha result of 0.7 and above implies an acceptable level of internal reliability.

3.8. Ethical Considerations

In conducting the study, the researcher considered these ethical approaches:

- The researcher involve respondents in the research who choose to participate freely, without coercion.
- The researcher ensures that there was no exploitation for the personal gain of the research population.
- The researcher were not influencing respondents or others to participate in the research.
- The researcher were ensures the privacy of participants by keeping their identities confidential and not collecting any data that could identify them.
- The researcher uses the data only for the intended purpose, which is for the academic purpose.

Chapter Four

4. Analysis and Interpretation of Data

4.1. Introduction

The aim of this research is to determine “The influence of organizational justice on employee motivation moderated by Leader-Member exchange, in the case of Taza plc. Therefore, this chapter presents the results and discussion to answer the above-mentioned questions. The results are based on the data collected using quantitative measures. The findings of the descriptive and regression analyses are presented in the first and second sections of this chapter, respectively.

4.2. General Information about the Respondents

Based on the study's purpose, to analyze the influence of organizational justice on employee motivation moderated by Leader-Member exchange, data collected from employees working in Taza plc. 160 questionnaires were distributed to employees, and 143 were properly filled and returned to the researcher. This gave us a response rate of 89.37%. According to Mugenda (1999), a 50% response rate is adequate, 60% good, and above 70% rated very well. This strong level of engagement and cooperation from the respondents was supremely beneficial for the strength of the study's findings.

4.3. Demographic Characteristics of the Respondents

The various demographic factors of the respondents of this study include; sex, age, level of education, and the length of years in the organization. The following table presents the demographic characteristics of respondents.

Table 1: Demographic characteristics of respondents.

Respondents characteristics	Categories	Frequency	Percent
Gender of the respondent	Male	109	76.2
	Female	34	23.8
Age of respondents	26 - 36	20	14.0
	36 - 45	107	74.8
	Over 45	16	11.2
Qualification of the respondents	Certificate	6	4.2
	Diploma	11	7.7
	Degree	117	81.8
	Masters	9	6.3
Work experience	Less than 2 years	18	12.6
	2 - 5 years	58	40.6
	6 - 10 years	58	40.6
	Above 10 years	9	6.3

Source: Primary Data (SPSS 2024)

As it indicates in table 2, the gender distribution of the survey respondents depicts out of the total participants, 76.2% are male and the 23.8% respondents are female. In regards to age distribution of the respondents vast majority of the sample falls within the age range of 36-45 year (74.8%) followed by respondents ages within the 26-36 year age group, representing 14.0% of the sample..

Concerning work experiences of the employee, 2-5 year (40.6%) and 6-10 year (40.6%) service brackets less than two years of service (12.6%) and over ten years of service (6.3%) subsequently.

At last, regarding educational levels, the educational background of the respondents reveals a significant concentration at the degree level, comprising the vast majority at 81.8%. Following this, a smaller proportion held diploma qualifications, accounting for 7.7% of the sample. Master's degree holders represented 6.3% of the respondents. The smallest group held certificate qualifications, making up 4.2% of the total respondents.

Generally, vast majority of the respondents have ample experience to be involved and give insights on organizational justices, leader-Member exchange and employee motivation that are critical to this study.

4.4. Reliability analysis

Validity refers to the extent to which a research instrument accurately measures what it is intended to measure (Kumar R., 2019). Reliability concerns the consistency and stability of a measurement instrument over time and across different conditions (Heale R. & Twycross A., 2015)., Cronbach's Alpha (α) is a widely used statistic, particularly for scales composed of multiple Likert-type items. It measures the internal consistency of a scale, indicating how closely related a set of items are as a group (Tavakol M. & Dennick J., 2011). A higher Cronbach's Alpha value (typically above 0.70) suggests that the items in a scale are measuring the same underlying construct, thus contributing to the scale's overall reliability (Hair, 2019)

4.4.1. Summary of scales & Cronbach's alpha values

Table 2: Summary of scales & Cronbach's alpha values

Variables	Cronbach's Alpha	Number of Items
Employee Motivation	.863	8
Distributive Justice	.816	5
Procedural Justice	.862	5
Interactional Justice	.769	5
LMX	.724	15
a. Dependent Variable: Employee Motivation		
b. Predictors: Distributive Justice, Procedural Justice, Interactional Justice, LMX		

Source: Primary Data (SPSS 2024)

4.5. Results of Descriptive Statistics

Table 3: Results of Descriptive Statistics

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
EM	143	1.25	4.13	2.4091	.66858
DJ	143	1.40	4.00	2.5231	.61846
PJ	143	1.40	4.60	2.5636	.75494
IJ	143	1.00	4.00	1.9469	.64435
LMX	3.07	4.40	3.8126	.28438	3.07
Valid N (listwise)					

Source: Primary Data (SPSS 2024)

According to (Zaidation and Bagheri, 2009), in the context of a Five-Point Likert scale, mean scores interpreted into distinct levels of agreement or intensity. Specifically, a mean score below 3.39 considered "low," indicating a generally low level of agreement, effectiveness, or presence of the measured construct. A mean score ranging from 3.40 to 3.79 classified as "moderate," suggesting a mid-range level of agreement or a moderate presence of the characteristic being assessed. Finally, a mean score of 3.80 and above interpreted as "high," signifying a strong level of agreement, effectiveness, or a significant presence of the measured variable. This framework provides a clear quantitative basis for researchers to interpret and discuss findings derived from Likert scale data.

The research findings reveal in the above table, generally low levels of employee motivation and organizational justice. Employee motivation ($M = 2.4091$, $SD = 0.66858$), distributive justice ($M = 2.5231$, $SD = 0.61846$), procedural justice ($M = 2.5636$, $SD = 0.75494$), interactional justice ($M = 1.9469$, $SD = 0.64435$) and LMX ($M = .28438$, $SD = 3.07$) all fall within the "low" category

4.6. Correlation Coefficient

As the questionnaire was designed on a Likert scale (strongly disagree to strongly agree), it is mainly considered as a partial interval scale, so the suitable and appropriate correlation matrix for this scale is Pearson's correlation coefficient matrix. Table 4 illustrates the correlation results between the independent and dependent variable are precisely.

Table 4: The results of Pearson's correlation Coefficient

Correlations					
		EM	DJ	PJ	IJ
EM	Pearson Correlation	1			
	Sig. (2-tailed)	.000			
	N	143			
DJ	Pearson Correlation	.534**	1		
	Sig. (2-tailed)	.000			
	N	143	143		
PJ	Pearson Correlation	.650**	.547**	1	
	Sig. (2-tailed)	.000	.000		
	N	143	143	143	
IJ	Pearson Correlation	.498**	.276**	.329**	1
	Sig. (2-tailed)	.000	.001	.000	
	N	143	143	143	143
**. Correlation is significant at the 0.01 level (2-tailed).					

Source: Primary Data (SPSS 2024)

As depicted in Table 4, the relationship between the three organizational justice and the variable, namely distributive justice, procedural justice, interactional justice and employee motivation, is significant and positive. Based on these results, the next section analyzes the direction of the relationship between organizational justice and employee motivation. Using regression analysis.

4.7. Regression Analysis Results

This study employed a multiple regression model to examine the cause-and-effect relationships among organizational justice and employee motivation. The regression analysis assessed both the significance of the relationships and their direction between the variables.

4.7.1. Multicollinearity Test

Multicollinearity is a condition where independent variables in a regression model are highly correlated, which can lead to misleading results and hinder interpretation. Testing for multicollinearity helps the

researcher identify and address a potential problem in linear regression that arises when independent variables (predictors) are highly correlated with each other. (Wooldridge, 2016)

This can inflate the variance of the regression coefficients, making it difficult to interpret their individual effects on the dependent variable (outcome). When variables are highly correlated, their individual effects on the dependent variable become difficult to isolate. This results in unreliable coefficient estimates and inflated standard errors, making it challenging to assess the true impact of each variable. (Field A., 2018)

Table 5: Test for multicollinearity

Model	Collinearity Statistics	
	Tolerance	VIF
(Constant)		
Distributive Justice	.810	1.234
Procedural Justice	.831	1.203
Interactional Justice	.925	1.081
a. Dependent Variable: Employee Motivation		
b. Predictors: Distributive, Procedural, Interactional Justice		

Source: Primary Data (SPSS 2024)

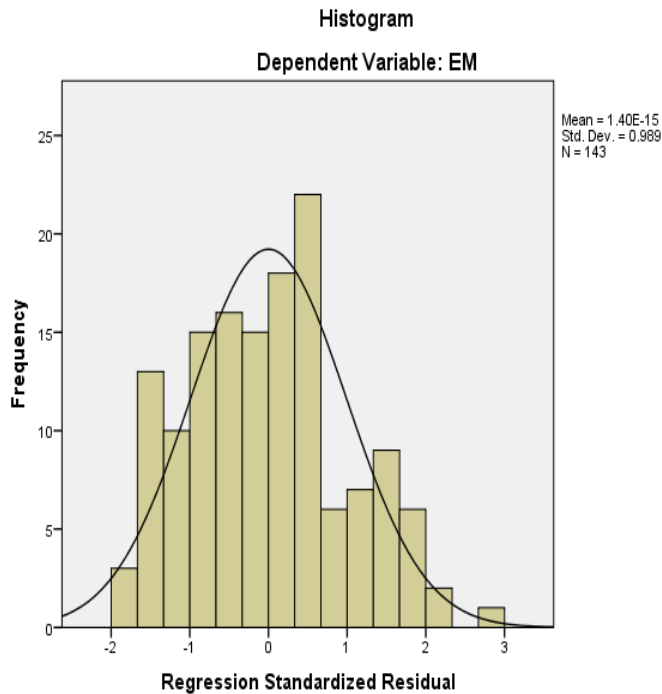
By calculating the variance inflation factor(VIF) for each independent variable, researchers can evaluate how much the variance of an estimated regression coefficient is inflated due to its linear relationship with other predictors in the model, thereby ensuring the robustness and interpretability of their findings. A commonly cited standard indicates that there is a concern for multicollinearity if VIF is greater than 10 or a tolerance level below 0.2 suggests ($T = 1 / VIF$ or $VIF=1/T$). (James, 2013)

As the result shown in Table 5, all the VIF values are less than 10, and the tolerance values are greater than 10%, respectively, indicating that there is no multi-collinearity influence between the explanatory variables.

4.7.2. Normality Test

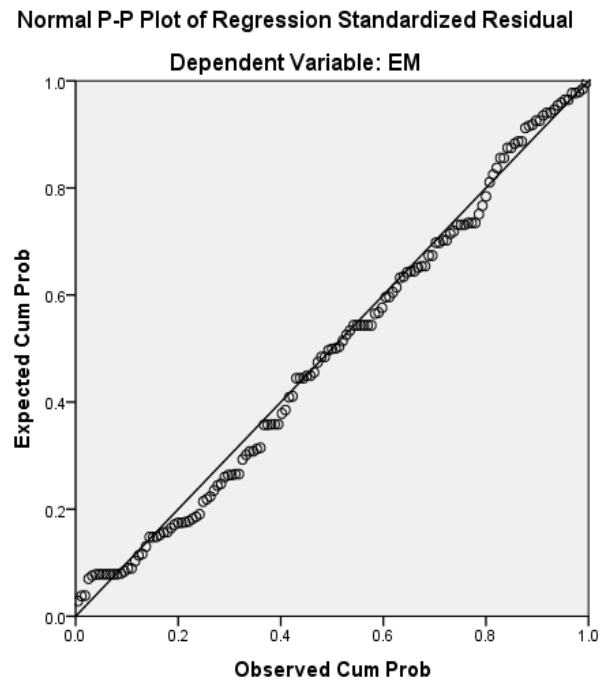
Normality test is a procedure used to determine whether the dataset follows a normal distribution or not. This is crucial for determining if the data set deviates significantly from a normal distribution. Histogram, normal probability plots, skewness, and kurtosis further explain this. probability plots are employed for visual assessment of normality.

Figure 5: Histogram



Source: Primary Data (SPSS 2024)

Figure 6: Normal p-p plot of regression



As depicted in the figure 5 and 6 The histogram graph the shape of the distribution of the data is bell-shaped implying the fairly distribution of the data (good indicate of the normal distribution) and the normal probability plot all the values are distributed along the central line (bench mark) respectively. As a result the data set is normally distributed.

4.7.3. Skewness and Kurtosis

A skewness is a statistical measure that describes the asymmetry of a data distribution compared to normal distribution. Whereas Kurtosis indicates whether the distribution is too peaked or flat compared to a normal distribution. Skewness and kurtosis Values beyond -2 and +2 suggests a significant deviation from a normal distribution (Hair et al., 2022).

Table 6: Skewness and Kurtosis

	N	Skewness		Kurtosis	
	Statistic	Statistic	Std. Error	Statistic	Std. Error
EM	143	1.014	.203	1.149	.403
DJ	143	.585	.203	.056	.403
PJ	143	.877	.203	.378	.403
IJ	143	.852	.203	.576	.403
Valid N (listwise)	143				

Source: Primary Data (SPSS 2024)

Descriptive Paragraph for Skewness and Kurtosis Results

Skewness and Kurtosis analysis was conducted to assess the normality of the distribution for several variables: EM, DJ, PJ, and IJ. For EM, the skewness was 1.014 (SE =0.203), indicating a positive skew, suggesting that the distribution has a longer tail on the right side. The kurtosis for EM was 1.149 (SE =0.403), which is a positive value, indicating a leptokurtic distribution. For DJ, the skewness was 0.585 (SE =0.203), suggesting a positive skew. The kurtosis for DJ was 0.056 (SE =0.403), which is very close to zero, suggesting a mesokurtic distribution. PJ exhibited a skewness of 0.877 (SE =0.203), indicating a positive skew, though less pronounced than EM. The kurtosis for PJ was 0.378 (SE =0.403), which is a positive value, indicating a leptokurtic distribution. At last, IJ showed a skewness of 0.852 (SE =0.203), also indicating a positive skew. The kurtosis for IJ was 0.576 (SE =0.403), suggesting a leptokurtic distribution. Generally, the histogram, normal probability plots, Skewness, and Kurtosis values examined for this study, shows that the data used was regularly distributed.

4.7.4. Analysis of Variance (ANOVA)

Analysis of Variance (ANOVA) is a statistical test used to determine if there are significant differences between the means of multiple groups. It helps us understand if a factor (independent variable) truly affects an outcome variable (dependent variable). If rejection ($p\text{-value} < \text{significance level}$), this indicates a statistically significant difference between at least one group and the others. This is often the desired outcome, as it allows researchers to conclude the observed outcome is statistically significant. (Field, A. 2013)

Table 7: Analysis of variance (ANOVA)

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	34.293	3	11.431	54.449	.000 ^b
	Residual	29.181	139	.210		
	Total	63.474	142			
a. Dependent Variable: Employee Motivation						
b. Predictors: (Constant) Distiributive_Justice , Procedural_Justice, Interactional_Justice,						

Source: Primary Data (2024)

As depicted in Table 7, show that the ANOVA table at 95% confidence interval, a significant P value of 0.00 that is below 0.05, and an F-value of 54.449 was recorded. Therefore, there is a statistically significant difference in the influence of organizational justice on employee motivation due to predictors under the study. This implies the regression model is a suitable prediction for explaining factors affecting organizational justice on employee motivation.

4.7.5. Model Fit

Assesses how well the model predicts the outcome (independent) variable. A well-fitting model produces reliable prediction whereas a poorly fitting model is misleading. The results of the model fit are presented in the model summary.

4.7.6. Model Summary

R-square is a statistical measure that tells the proportion of the variance for a dependent variable that's explained by an independent variable or variables included in the regression model. R²- also explains to what extent the variance of one variable explains the variance of other variables. R- Squared value range from 0 to 1 and is commonly stated as a percentage from 0% to 100%. An R- square of 100% indicates that the dependent variable is completely explained by the independent variable of the model. 0% shows the model explains none of the variability of the response data around its mean. (Watson:, 2019)

The R² is used to assess the variance in the employee motivation (dependent variable) accounted to descriptive, procedural and interactional justice (independent variables).

Table 7: Model summary

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.735	.545	.530	.45819
a. Predictors: DJ, PJ, IJ				

Source: Primary Data (SPSS 2024)

As a result, in Table 6 R Square, only 54.5% of the change in the influence of organizational justice on employee motivation when moderated by leader-member exchange could be attributed to the combined effect of the predictor variables. However, 45.5% of the variance is explained by other factors not covered in the study.

4.7.7. Coefficients of the Multiple Regression Analysis

The current study employed linear regression models in examining the effect of organizational justice dimensions, leader-member exchange on employee motivation. Table 7 analyzes the significance levels and the direction of each independent variable's influence on the dependent variable.

Table 8: Coefficients of regression model

. Model		Unstandardized B	Coefficients Std. Error	Standardized Coefficients Beta	Sig.
1	(Constant)	.158	.583		.787
	Distiributive_Justice	.367	.070	.340	.000
	Procedural Justice	.267	.057	.301	.000
	Interactional Justice	.384	.063	.370	.000

Source: Primary Data (SPSS 2024)

4.7.7.1. Distributive Justice and Employee motivation

The influence of distributive justice on employee motivation is found to be significant. (Sig value =000) and positive (Beta coefficient =.340). This implies that the more the organization implement distributive justice (fairness in the allocation of outcomes, such as pay, promotions, reward,..),the more motivated the employees would be. Therefore, the hypothesis, which was proposed as “significant and Positive effect of distributive justice on employee motivation”, is supported. The outcomes of the regression analysis of this study complemented with the findings of other studies by Ananda, Y., & Nazmah, N. (2023) , Fatt, C., Khin, E., & Heng, T. (2010) provide significant evidence that Distributive justice is a crucial driver of employee motivation. When employees perceive reward distribution as fair, their motivation, job satisfaction, and performance improve. This affirmation reinforces the validity of the current research findings.

4.7.7.2. Procedural Justice and Employee motivation

The influence of procedural justice on employee motivation is found to be significant. (Sig value =000) and positive (Beta coefficient = .301). This implies that the more the organization implement procedural justice (employee exercise fair and transparent procedure, uniformity of decision in disciplinary action and evaluation,), the more motivated the employees would be. Therefore, the hypothesis, which was proposed as “significant and Positive effect of procedural justice on employee motivation”, is supported. The outcomes of the regression analysis of this study complemented with the findings of other studies by Yun, S., Jong-Keon, L., & Sue, Y. (2021) , Lee, H., & Rhee, D. (2023) provide significant evidence that Procedural justice is a powerful motivator in the workplace. When employees perceive decision-making processes as fair, they are more intrinsically motivated, This affirmation reinforces the validity of the current research findings.

4.7.7.3. Interactional Justice and Employee motivation

The influence of interactional justice on employee motivation is found to be significant. (Sig value =000) and positive (Beta coefficient = 0.370). This implies that the more the organization implement interactional justice (Employees respected, treated with dignity, and given adequate explanations for decisions,..),the more motivated the employees would be. Therefore, the hypothesis, which was

proposed as “significant and Positive effect of interactional justice on employee motivation”, is supported. The outcomes of the regression analysis of this study complemented with the findings of other studies by Halim, L. (2021), Ananda, Y., & Nazmah, N. (2023) provide significant evidence that Interactional justice is a powerful factor in boosting employee motivation, job satisfaction, and performance. Ensuring fair, respectful, and transparent treatment in the workplace. This affirmation reinforces the validity of the current research findings.

4.7.8. The moderation effect of Leader-member exchange (LMX)

4.7.8.1. LMX- Distributive justice and Employee motivation

The overall regression model, including the independent variable of distributive Justice and the moderating variable of Leader-Member Exchange (LMX), demonstrates a strong and statistically significant ability to explain the variance in Employee Motivation. The multiple correlation coefficient, $R=.8719$, indicates a very high positive relationship between the combined predictors and Employee Motivation. Furthermore, $R\text{ square}=.7602$, reveals 76.02% of the variance in Employee Motivation can be accounted for by distributive Justice and its interaction with LMX. $R\text{ square}$ value has significantly increased because of the moderation effect of LMX compared to the main effect. This suggests that the model offers substantial explanatory power regarding the factors influencing employee motivation within the studied context. This strong statistical significance, coupled with the large R^2 value, underscores the robustness and practical importance of distributive Justice and its moderation by LMX in predicting Employee Motivation.

Table 9: LMX-DJ-EM model summary

Model Summary					
Model	R	R Square	P	df1	df2
1	.8719	.7602	.0000	3.0000	139.0000

Table 10: LMX-DJ-EM Moderation

Model				
	coeff	p	LLCI	ULCI
constant	2.4026	.0000	2.3095.	2.4956
Distributive.Justice	.5949	.0000	.4437	.7461
LMX	.0466	.0501	.0465	.2533
Int_l	.2870	.0269	.0984	.2244
Int_l : Distributive.Justice x LMX				

Results of Slope Analysis

The slope analysis revealed a significant positive relationship between distributive justice and employee motivation. The line is much steeper for higher LMX indicating that at high level of LMX the impact of Distributive Justice on employee motivation is much stronger in comparison to low LMX (look at the absolute values of coefficients 1.8914 and 0.5706 for high and low LMX conditions respectively). As the level of LMX increased, the strength of the relationship between Distributive justice and employee motivation increased. Therefore, the hypothesis, which was proposed as “The effect of distributive justice on employee motivation gets stronger for positive LMX”, is supported. The outcomes of the regression analysis of this study complemented with the findings of other studies by Sadaf, S., & Jahangir, S. (2024) strong LMX plays a significant role in shaping how distributive justice influences employee motivation. This affirmation reinforces the validity of the current research findings.

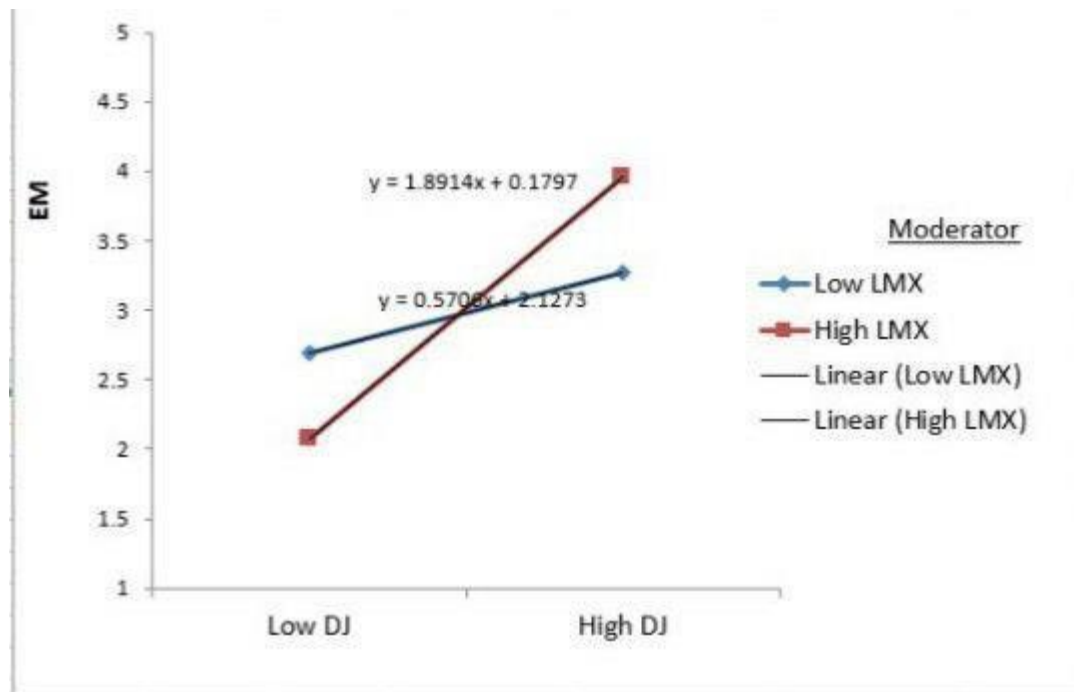


Figure 7: Moderation graph of LMX, DJ and EM

4.7.8.2. LMX- Procedural justice and Employee motivation

The overall regression model, including the independent variable of procedural Justice and the moderating variable of Leader-Member Exchange (LMX), demonstrates a strong and statistically significant ability to explain the variance in Employee Motivation. The multiple correlation coefficient, $R=.8975$, indicates a very high positive relationship between the combined predictors and Employee Motivation. Furthermore, $R^2=.8055$, reveals that approximately 80.55% of the variance in Employee Motivation can be accounted for by procedural Justice and its interaction with LMX. R^2 value has significantly increased because of the moderation effect of LMX compared to the main effect. This suggests that the model offers substantial explanatory power regarding the factors influencing employee motivation within the studied context. This strong statistical significance, coupled with the large R^2 value, underscores the robustness and practical importance of procedural Justice and its moderation by LMX in predicting Employee Motivation.

Results of Slope Analysis

The slope analysis revealed a significant positive relationship between procedural justice and employee motivation. The line is much steeper for higher LMX indicating that at high level of LMX the impact of

procedural Justice on employee motivation is much stronger in comparison to low LMX (look at the absolute values of coefficients 1.5654 and 1.1314 for high and low LMX conditions respectively). As the level of LMX increased, the strength of the relationship between procedural justice and employee motivation increased. Therefore, the hypothesis, which was proposed as “The effect of procedural justice on employee motivation gets stronger for positive LMX”, is supported. The outcomes of the regression analysis of this study complemented with the findings of other studies by Jung, J., Yoo, J., & Jung, Y. (2021) organizational justice boosts employee motivation, and the quality of leader-member relationships strengthen leader-employee bond key to employee motivation. This affirmation reinforces the validity of the current research findings.

Table 11: LMX-PJ-EM moderation model summary

Model Summary					
Model	R	R Square	P	df1	df2
1	.8975	.8055	.0000	3.0000	139.0000

Table 12: LMX-PJ-EM moderation model

Model				
	coeff	p	LLCI	ULCI
constant	2.4334	.0000	2.3715.	2.4953
Procedural.Justice	.6742	.0000	.5766	.7718
LMX	.0036	.0343	.0103	.0830
Int_1	.1085	.0164	.0235	.2406
Int_1 : Procedural.Justice x LMX				

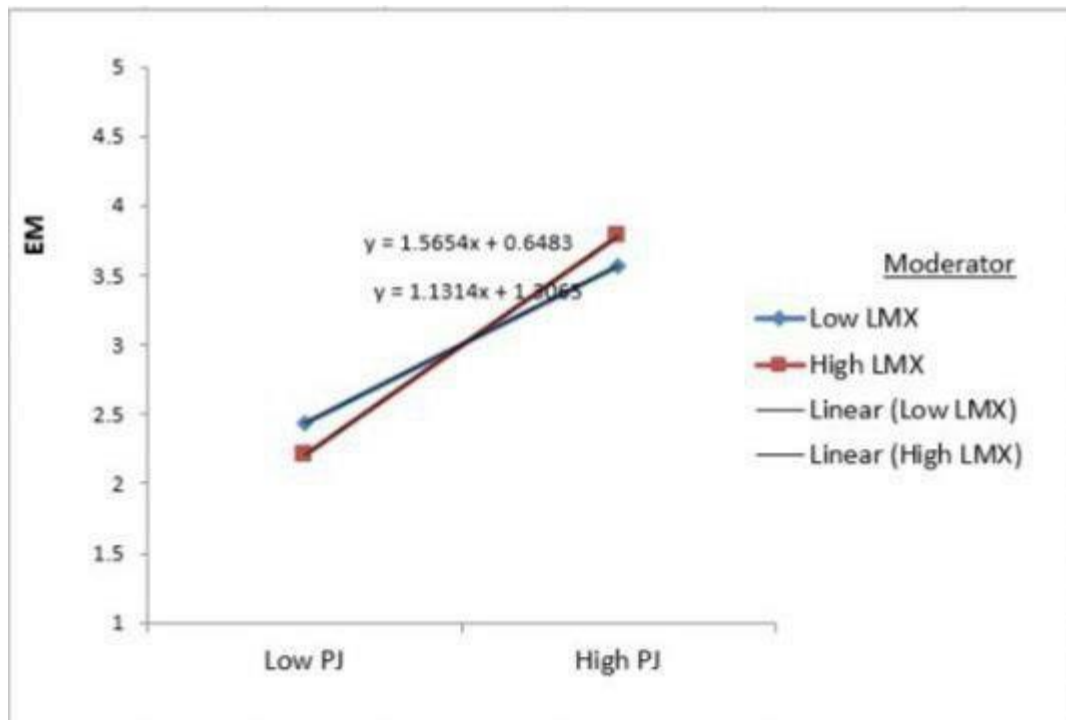


Figure 8: Moderation graph of LMX, PJ and EM

4.7.8.3. LMX- Interactional justice and Employee motivation

The overall regression model, including the independent variable of Interactional Justice and the moderating variable of Leader-Member Exchange (LMX), demonstrates a strong and statistically significant ability to explain the variance in Employee Motivation. The multiple correlation coefficient, $R=.9062$, indicates a very high positive relationship between the combined predictors and Employee Motivation. Furthermore, $R\text{ square}=.8213$, reveals 82.13% of the variance in Employee Motivation can be accounted for by Interactional Justice and its interaction with LMX. $R\text{ square}$ value has significantly increased because of the moderation effect of LMX compared to the main effect. This suggests that the model offers substantial explanatory power regarding the factors influencing employee motivation within the studied context. This strong statistical significance, coupled with the large R^2 value, underscores the robustness and practical importance of interactional Justice and its moderation by LMX in predicting Employee Motivation.

Results of Slope Analysis

The slope analysis revealed a significant positive relationship between interactional justice and employee motivation. The line is much steeper for higher LMX indicating that at high level of LMX the impact of interactional Justice on employee motivation is much stronger in comparison to low LMX (look at the absolute values of coefficients 1.8782 and 1.2798 for high and low LMX conditions respectively). As the level of LMX increased, the strength of the relationship between interactional justice and employee motivation increased. Therefore, the hypothesis, which was proposed as “The effect of interactional justice on employee motivation gets stronger for positive LMX”, is supported. The outcomes of the regression analysis of this study complemented with the findings of other studies by Hijrianda, W., Adam, M., & Yunus, M. (2022) even though Interactional justice significantly boosts employee motivation its effects are largely dependent on the quality of leader-member relationships. This affirmation reinforces the validity of the current research findings.

Table 13: LMX-IJ-EM moderation model summary

Model Summary					
Model	R	R Square	P	df1	df2
1	.9062	.8213	.0000	3.0000	139.0000

Table 14: LMX-IJ-EM moderation model

Model				
	coeff	p	LLCI	ULCI
constant	2.4278	.0000	2.3705.	2.4851
Interactional.Justice	.7895	.0000	.6892	.8898
LMX	.0040	.0256	.0881	.0801
Int_l	.1496	.0246	.0194	.2798
Int_l : Interactional.Justice x EM				

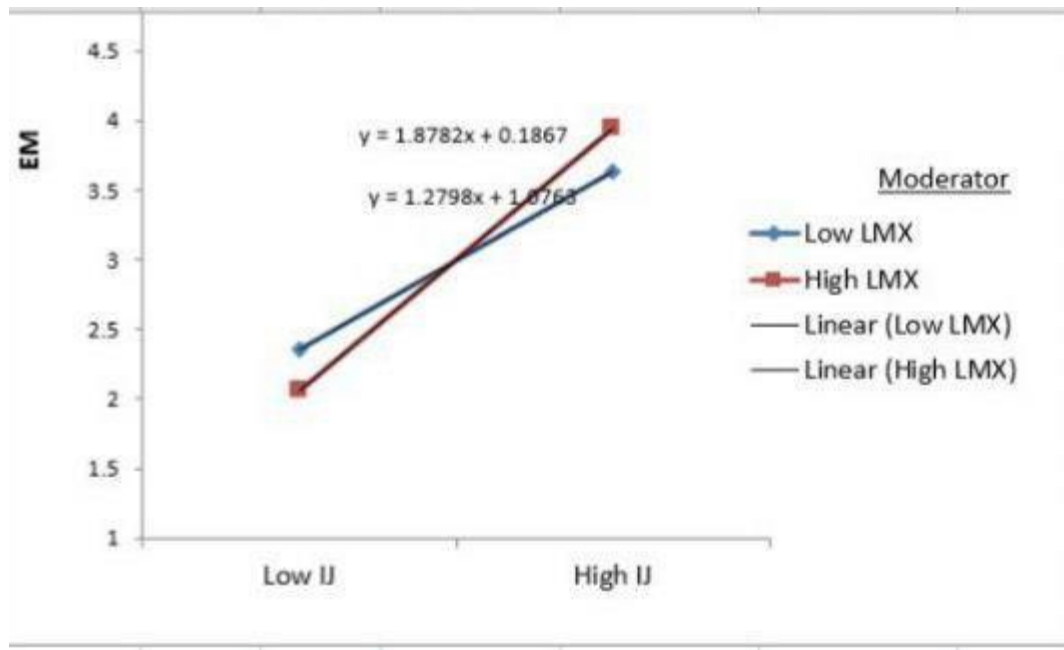


Figure 9: Moderation graph of LMX, IJ and EM

4.8. Summary of Hypothesis Testing

Table 15: Summary of Hypothesis Testing

No	Hypothesis	Result	Decision
H1	The effect of distributive justice on employee motivation is significant and positive.	Positive relationship and significant	Hypothesis supported
H2	The effect of procedural justice on employee motivation is significant and positive.	Positive relationship and significant	Hypothesis supported
H3	The effect of interactional justice on employee motivation is significant and positive.	Positive relationship and significant	Hypothesis supported
H4	The effect of distributive justice on employee motivation gets stronger for positive LMX.	Positive relationship and significantly moderates	Hypothesis supported
H5	The effect of procedural justice on employee motivation gets stronger for positive LMX.	Positive relationship and significantly moderates	Hypothesis supported
H6	The effect of interactional justice on employee motivation gets stronger for positive LMX.	Positive relationship and significantly moderates	Hypothesis supported

Chapter Five

5. Conclusions and Recommendations

5.1 Introduction

In alignment with the findings in the previous section, this chapter serves as the conclusion of the research “The influence of organizational justice on employee motivation moderated by leader-member exchange”. Such as distributive, procedural and interactional justice. This chapter further identifies summary of major findings followed by conclusion and recommendation.

5.2 Conclusions

- The research findings reveal generally low levels of employee motivation and organizational justice at the organization. Referring to Zaidation and Bagheris (2009) Employee motivation, distributive justice, procedural justice, and interactional justice all fall within the "low" category
- The effect of distributive justice on employee motivation is significant and positive. This indicates employees who receive fair outcomes are more likely to be motivated.
- The effect of procedural justice on employee motivation is significant and positive. This indicates the fairness of the processes used to make decisions (e.g., transparency, consistency,.) significantly contributes to employee’s motivation.
- The effect of interactional justice on employee motivation is significant and positive. This implies the quality of interpersonal treatment employees receive from managers and colleagues (e.g., respect, dignity, and honesty) is a powerful predictor of employee motivation.
- The effect of distributive justice on employee motivation gets stronger for positive LMX. It implies that when employees have a strong, high-quality relationship with their supervisor, the positive impact on their motivation is amplified.
- The effect of procedural justice on employee motivation gets stronger for positive LMX. Similarly, this implies a strong LMX relationship enhances the positive effect procedural justice on employee motivation.

- The effect of interactional justice on employee motivation gets stronger for positive LMX. Similarly, this implies a strong LMX enhances the positive effect of interactional justice and boost employee motivation.

5.3. Recommendations

Drawing from the results of both the descriptive and regression analyses in this study, the researcher proposes the following recommendations.

- TAZA PLC employees happen to have lower level of motivation based on the standards of the Likert scale. The managers and different stakeholders should not overlook this as it has direct implication to the wellbeing of the organization. The following interventions are recommended :-
 - Create a Positive and Supportive Work Environment.
 - Recognize and reward Achievements.
 - Provide Opportunities for Growth.
 - Create a Vision this Helps employee's see how their work aligns with this vision of the company.
- The effect organizational justice on employee motivation gets stronger for positive leader member exchange. Hence managers need to give due attention in improving workplace policies that promote organizational justice. In addition, enhance leader's capacity.

Interventions:-

- Clearly communicate the criteria and processes used for determining promotions, bonuses, raises, and other rewards.
- Lead by example from the top down, demonstrating and rewarding behaviors that reflect respect, empathy, and fairness in all interactions. Encourage informal peer-to-peer respect through team-building activities and initiatives that promote a positive work environment.
- Conduct a thorough review of the current performance evaluation system to identify and eliminate biases and inconsistencies. Develop clear, objective, and transparent evaluation criteria and ensure that all evaluators know how to apply them fairly, consistently, impartially and in an equitable pattern.

- Where appropriate and feasible, increase transparency in how organizational decisions are made. Communicate the rationale behind decisions that affect employees, allowing them to understand the reasoning and feel more informed.
- Implement a clear, confidential, and accessible grievance procedure that allows employees to raise concerns about unfair treatment or inconsistent application of rules without fear of retaliation.

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Annex

**ADDIS ABABA UNIVERSITY SCHOOL OF
COMMERCE Department of HRM**

Questionnaire for respondents

Dear respondent, the present study is an endeavor to identify “The influence of organizational justice on employee motivation, moderated by Leader-member exchange” in **Taza PLC**. The information provided by you used only for research work (MA) and not for any commercial activity. Please spare a few minutes from your valuable schedule and share your true feelings. Confidentiality of the information provided is ensured. Thank you in advance for your cooperation!

Part I: Demographic Information

Instruction: Please write ✓ mark in the box whenever applicable.

1. Gender :- Male ☐ Female ☐
2. Age? Below 25 years ☐ 25-35 years ☐
 36 - 45 years ☐ Over 45 years ☐
3. What is your qualification? Certificate ☐ Diploma ☐ Degree ☐
 Masters ☐ PhD ☐
4. Years of Service in Taza Plc? Less than 2 year ☐ 2-5 years ☐
 5-10 years ☐ above 10 years ☐

Part II

Instructions: Please Use the following scale to rate your level of agreement ✓

1= strongly disagree 2 = Disagree 3= neutral 4 = Agree 5 = strongly agree

Employee Motivation		5	4	3	2	1
1.1.	I believe that I am treated fairly in terms of rewards and compensation.					
1.2.	I feel that my work performance is accurately and fairly evaluated.					
1.3.	I believe that decisions made are fair and unbiased.					
1.4.	I feel that my voice is heard and considered in decision-making processes.					
1.5.	I believe that I am treated with respect and dignity by my supervisors and colleagues.					
1.6.	I feel that the rules and procedures are applied fairly and consistently.					
1.7.	I feel that I am treated fairly in terms of opportunities for growth and development.					
1.8.	I believe that the communication from management is fair and transparent.					
Distributive Justice						
1.9.	I believe that rewards and resources are fairly allocated within this organization, based on my contributions and performance.					
1.10.	I perceive that promotions and raises are given equitably within this organization, considering individual merit and effort.					
1.11.	I feel that the workload is distributed fairly among employees in this organization.					
1.12.	I believe that organizational resources, such as training opportunities and equipment, are allocated fairly among employees.					
1.13.	I perceive that disciplinary actions, when necessary, are administered fairly and consistently within this organization.					
Procedural Justice		5	4	3	2	1
1.14.	I believe that the procedures used in making decisions that affect me are fair.					
1.15.	I believe that decisions affecting me are made without bias or favoritism.					
1.16.	I feel that the rules and procedures used are applied consistently to all employees.					
1.17.	I believe that the decision-making process is transparent and understandable.					
1.18.	I believe that decisions are made in a timely manner.					

Interactional Justice		5	4	3	2	1
1.19.	I feel that my supervisors treat me with respect and dignity.					
1.20.	I believe that my supervisors provide me with adequate explanations for their decisions.					
1.21.	I feel that my supervisors are truthful and honest with me.					
1.22.	I believe that my supervisors listen to my concerns and opinions.					
1.23.	I feel that my supervisors treat me with compassion and care.					
Leader-Member Exchange		5	4	3	2	1
1.24.	I do work for my manager that goes beyond what is expected of me in my job					
1.25.	The relationship I have with my manager encourages me to work extra time and achieve deliverables					
1.26.	The relationship with my manager encourages me to face any challenges and come up with new options					
1.27.	My subordinates do work for me that goes beyond what is specified in their job description					
1.28.	The relationship with my manager encourages me to do difficult tasks at any cost					
1.29.	The relationship with my manager encourages me to work tasks beyond my normal working hour, if necessary					
1.30.	My supervisor and I always share thoughts, opinions, and feelings toward work and life.					
1.31.	My manager is the kind of person one would like to have as a friend					
1.32.	I feel easy and comfortable when I communicate with my supervisor					
1.33.	I would feel sorry and upset if my supervisor decided to work for another company.					
1.34.	If my supervisor has problems with his/her personal life, I will do my best to help him/her out.					
1.35.	I like my manager very much as a person.					
1.36.	I am the kind of person my subordinates would like to have as a friend.					
1.37.	My subordinates like me very much as a person.					
1.38.	My manager is a lot of fun to work with.					

Thank you for your time and participation!

FEVEN TSEGAYE