

Prediction of Employee Well-Being Through Organizational Justice in the Hospitality Work Environment

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ABSTRACT

The issue of employee well-being has dominated discussion amongst scholars from interdisciplinary congregations quite apart from hospitality business practitioners. It was this debate that gave rise to this research. Therefore, this research aims to investigate the significant effect of organizational justice on employee well-being in the hospitality work environment based on a cross-sectional survey design. Twenty four-star hotels were selected using a simple random sampling technique. Data was collected with organizational justice and employee well-being validated instruments. Ethical principles regarding the participants were followed to avoid being harmed or coerced. After the data cleaning process, the valid data representing participants' information was analyzed with frequency distribution while linear regression was employed to analyze the formulated research hypotheses. A statistical package for the social sciences was used to perform the analysis. After the analysis, it was found that organizational justice significantly predicted employee well-being positively. This study concludes that distributive, procedural, and interactional justice enhance employee well-being in the hospitality sector. The findings suggest that managers can reduce turnover by integrating organizational justice into daily decisions.

Keywords: Distributive Justice; Employee Well-Being; Hospitality Sector; Organizational Justice; Psychological Well-Being; Social Well-Being; Southeastern Nigeria

INTRODUCTION

The survival, growth, and sustainability of hospitality businesses depend on employees who deliver essential and exceptional services to the customer. However, employees in this industry often face unique challenges such as irregular working hours, demanding workloads, emotional labor, and high-pressure environments (Eketu & Edeh, 2015; Zayed et al. 2022). Dharma et al. (2024) stressed that these stressors can have significant implications for employee well-being that may affect firm performance, customer satisfaction, and retention. One key factor influencing employee well-being is organizational justice, which refers to how employees perceive fairness in their workplaces (Koskenvuori et al. 2021; Magnavita et al., 2022). Customer satisfaction is the basis of employee well-being, which is very crucial for the success of hospitality enterprises. This is so because the hospitality business is naturally demanding, with long hours, high-stress surroundings, and constant delivery of first-rate client experiences required. Edeh, Edeh et al. (2024) argued that prioritizing employee well-being is not just a moral need but also a strategic business choice that directly affects operational effectiveness, customer satisfaction, and profitability. Seaverson (2023) demonstrated that employees who feel physically, psychologically, and emotionally healthy are more involved, driven, and creative. In the hotel industry, where employees may represent the face of the company, client impressions are much influenced by their attitude and behaviour. Happy and healthy workers are more likely to give clients pleasant, attentive, and customised service, according to surveys, therefore promoting good visitor experiences and repeat business (Zheng & Liu, 2016). On the other hand, Jarden et al. (2023) claimed that overworked or stressed-out employees might provide inadequate service, therefore causing consumer discontent and reputation harm.

Furthermore, lowering turnover rates, which are famously high in the hotel sector, is investing in employee well-being. Indradevi (2022) asserts that losing qualified personnel disturbs hotel operations and that recruiting and training expenses are high, thereby refuting this point of view. On the other hand, Bhoir and Sinha (2024) believe that if managers offer wellness programs, flexible schedules, mental health assistance, and chances for professional development, companies may build customer loyalty and keep important personnel. Kultalahti et al. (2023) say that this consistency guarantees constant service quality and improves team cohesiveness. Bhatt et al. (2023) confirmed moreover that companies that prioritise well-being enhance their working culture, and promote teamwork and creativity. Employees who feel valued are therefore more inclined to provide ideas and show discretionary conduct promoting company expansion. Park et al. (2019) argued that in a sector where uniqueness is everything, a motivated and healthy staff might be a competitive advantage. Nel and Niekerk (2023) agreed with Park et al. (2019) and acknowledged that companies may improve service quality, save costs, and develop strong customer loyalty when employee well-being is given priority.

The indicators of organizational justice as propounded by Greenberg (1987) are distributive justice which represents fairness in the distribution of resources and rewards; procedural justice which is the fairness in the processes used to make decisions; and interactional justice which refers to equal interpersonal treatment of employees receive from their superiors or supervisors (Zulkarnain et al., 2024). Prior investigations revealed that when employees perceive these dimensions as fair, they are more likely to experience job satisfaction, commitment, and trust in the organization (Liao et al., 2024; Ye et al., 2023). On another view, Bhoir and Sinha (2024) elucidated that perceptions of unfairness can lead to emotional exhaustion, disengagement, and turnover intentions, common issues in the hospitality sector.

On the other hand, employee well-being refers to the physical, emotional, and psychological health of the employee (Bhoir & Sinha, 2024; CIPD, 2023). Hospitality employees who experience well-being are more likely to be engaged, motivated, and capable of delivering high-quality service (Edeh, 2020; Eketu & Edeh, 2015). Research suggests that perceptions of organizational justice play a pivotal role in promoting well-being by reducing stress, enhancing job satisfaction, and fostering a positive work environment (Awwad & Adaileh, 2025; Park et al., 2019). Maintaining a healthy staff is crucial for operational efficiency and generating unforgettable client experiences (Edeh et al., 2023; Edeh et al., 2022) in the competitive hotel sector. Therefore, hotel managers who want to help their staff and build strong companies must know and use fair rules and procedures (Edeh, Zayed et al., 2024; Kee et al., 2022).

However, organizational justice greatly affects employee well-being, particularly in the hotel sector where workers face many challenges like long working hours, erratic schedules, and frequent customer encounters. Indradevi (2022) said that employees' overall well-being, mental health, motivation, and job happiness are favorably impacted by their view of fairness in the workplace. Given the hotel sector's great reliance on human relationships and service quality, Gündüz et al. (2020) argued that maintaining worker well-being is crucial for attaining higher performance and guest enjoyment. Le et al. (2016) therefore claimed that organizational justice is a crucial element in fostering a good work environment as the dynamic character of hospitality employment often exposes workers to emotional tiredness and stress. Fair treatment by management has been found in studies to assist workers feel appreciated and respected, hence building loyalty and trust towards the company (Aggarwal & Mittal, 2021; Behrani, 2017). On the other hand, Edeh and Ugwu (2019) contended that perceptions of injustice can lead to burnout, disengagement, absenteeism, and even turnover, directly affecting service quality and profitability. Organizational justice improves employee morale through the building of a workplace culture that is based on equity (Edeh, Aryani et al., 2021). Edeh and Ofoegbu (2017) opined that managers who implement fair policies and practices, such as equitable job scheduling, transparent reward systems, and conflict resolution mechanisms, contribute to a positive work environment that promotes psychological safety and reduces job stress.

Nonetheless, fostering organizational justice is crucial for hospitality businesses that aim to enhance the well-being of their employees, which may result in the retention of valued employees. Notwithstanding, studies such as Awwad & Adaileh (2025), Ho (2025), Liao et al. (2024), Obalade & Mtembu (2023), Ye et al. (2023), and Zulkarnain et al. (2024) investigated organizational justice with other criterion variables other than employee well-being in the hospitality industry. It was based on the gap created by the studies above, that motivated the investigators to carry out this research. Thus, the point of departure is to investigate the effect of organizational justice on employee well-being in the emerging hospitality industry.

This study holds significant importance as its findings and practical implications will provide managers and practitioners in the hospitality industry with essential organizational justice skills. These skills can be effectively utilized to foster a more equitable and supportive work environment, ultimately enhancing the overall well-being of employees. By equipping hospitality managers with the necessary knowledge and tools to implement fair and just workplace practices, this study aims to contribute to improved job satisfaction, reduced workplace stress, and increased employee engagement.

Furthermore, this study introduces a novel perspective, as limited research has been conducted on the impact of organizational justice on employee well-being within the hospitality sector, particularly in the Nigerian work environment. The existing literature in this area remains relatively scarce, making this study an important addition to the academic discourse. By addressing this gap, the research offers fresh insights into how fairness in workplace policies, procedures, and interpersonal treatment influences the mental, emotional, and professional well-being of employees in hospitality businesses.

In addition to its practical implications, this study significantly contributes to the broader body of knowledge on organizational justice and employee well-being. By bridging the research gaps identified in the preceding discussion, this study not only expands theoretical understanding but also provides a foundation for future research in this domain. The findings can serve as a reference for scholars, policymakers, and business leaders seeking to develop more effective strategies for promoting fairness and well-being in organizational settings, particularly within the unique context of the hospitality industry in Nigeria.

LITERATURE REVIEW

Organizational Justice

The theoretical basis for organizational justice is equity theory. This theory was pioneered and popularized by Stacy Adams in 1965 (Adams, 1965). He advocated that every worker should be rewarded equally (Tavoletti et al., 2023). Thus, equity theory affirms that the allocation of resources in the workplace should be fair so that every individual would perform based on the resources that were made available to them by the management. Second, Majumdar and Kumar (2022) contend that equity theory also shows how equitably persons on the same scale, level, the same talent, and credentials should be treated. Thus, in the setting of this research, equity theory is essential for the link between organizational justice and employee well-being. Having major consequences for individuals and companies, organizational justice is a vital field of research in human resource management, organizational behavior, and industrial psychology.

Understanding the framework of organizational justice, Koskenvuori et al. (2021) claim that businesses may foster fair and equitable cultures that raise employee satisfaction, involvement, and general performance. Equity will be especially important when companies change to ensure a strong company culture and ensure ongoing success. Focusing on perceived equality in working activities, organizational justice has grown to be an important area of research in organizational behavior (Akram et al., 2020). It speaks to the distribution of resources, the systems that lead to such allocations, and the interpersonal treatment given employees (Wiseman & Stillwell, 2022).

Understanding organizational justice is vital as it influences general organizational effectiveness, staff attitudes, and conduct. Workers who feel their contributions are more than those of their peers but get less benefits might experience inequality and suffer reduced job satisfaction and productivity (Edeh & Ofoegbu, 2017). Procedural justice, then, is the fair application of procedures leading to results (Akram et al., 2020). Consistency, prejudice avoidance, accuracy, correctability, and representation all influence procedural justice. Edeh, Edeoga et al. (2021) contended that when employees view decision-making processes as fair, they are more likely to accept outcomes, including negative ones. This aspect emphasizes the need for openness and involvement in decision-making. Hyder et al. (2022) underlined that interactional justice underlines the quality of interpersonal treatment people obtain throughout the execution of treatments and distribution. Colquitt's (in Akram et al., 2020) investigation revealed

that informational justice and interpersonal justice separate interactional justice. Studies of workers who believe in interactional fairness have found that they are more likely to feel appreciated and valued, thereby promoting a positive organizational environment and more commitment (Akram et al., 2020).

Employee satisfaction and involvement are strongly influenced by views of equity. Workers who believe their organizational justice levels are high are more likely to show job satisfaction, devotion, and ready to provide discretionary effort (Edeh, Edeoga et al., 2021; Wiseman & Stillwell, 2022). On the other hand, seeing injustices could cause disengagement, lower morale, and more turnover intentions. Employee performance and productivity directly relate to organizational fairness (Karthick et al., 2024). Ho (2025) holds that fair treatment in the workplace creates a flexible environment that enhances performance criteria. Workers who sense value and respect are more likely to commit their efforts to their work, therefore improving the organizational performance. Awwad and Adaileh (2025) believe that injustice could lead to personal conflicts, therefore fostering a hostile workplace.

In addition, Liao et al. (2024) assert that workers may exhibit negative behaviors, such as workplace incivility or disengagement, in reaction to perceived injustices. Furthermore, Magnavita et al. (2022) contended that businesses characterized with poorly perceived fairness may encounter a high turnover of workers, as they attempt to exit circumstances in which they feel unappreciated. Ho (2025) contended that enterprises that are seen as equitable and just are more likely to attract skilled and cultivate favorable relationships with stakeholders. A dedication to equity may elevate an organization's brand reputation and competitive standing. Previous studies have demonstrated that organizational justice predicted employee well-being as well as health (Indradevi, 2022; Gündüz et al., 2020; Le et al., 2016). On the other hand, other studies revealed that organizational justice has no significant impact on employee well-being (Aggarwal & Mittal, 2021; Behrani, 2017).

Employee Well-Being

Employee well-being has gained significant attention in recent years as organizations increasingly recognize its importance for enhancing productivity, job satisfaction, and overall organizational effectiveness. Well-being includes physical, mental, and emotional health, social relationships, and job-related factors (Nel & Niekerk, 2023). Pagán-Castaño et al. (2020) contended that employee well-being is a state of happiness, a healthy workplace, and a sense of self-worth at work. Bhoir and Sinha (2024) stated that employee well-being is concerned with those factors that have a positive effect on the health of the employee such as the physical working environment, culture, balancing work and family and job satisfaction. Seaverson (2023) stressed that work environments that foster employee well-being deliver positive outcomes for individuals and the organization.

Bhatt et al. (2023) argued that employee well-being has emerged as a critical component of organizational prosperity that enhances productivity, and job satisfaction quite apart from retention. Wiebusch (2024) maintained that the word 'well-being' covers physical, mental, emotional, which reflect the overall health in the workplace. As organizations navigate an increasingly competitive and dynamic business environment, fostering employee well-being has shifted from being a peripheral concern to a strategic priority. Dodge et al. (2012) conceptualize well-being as a dynamic state in which individuals can cope with challenges, work productively, and realize their potential. In the workplace context, it integrates physical health, psychological resilience, work-life balance, and a sense of purpose and belonging (Jarden et al., 2023). While prior studies primarily emphasized the absence of illness or stress as indicators of well-being, recent studies

underscore the importance of positive dimensions, such as engagement, thriving, and flourishing (De Neve et al., 2023).

Nevertheless, employee well-being at the workplace can be measured with social, psychological, and workplace well-being (Gündüz et al., 2020; Pradhan & Hati, 2019). Social well-being refers to the emotional state an employee attaches to the society in which he or she resides (Gündüz et al., 2020). Psychological well-being, on the one hand, refers to employees' perceptions of their lives and the experiences they had over the years (Pradhan et al., 2017). Workplace well-being has to do with support from top management and the protection of employees in the workplace (Gündüz et al., 2020).

Hypotheses Development

Distributive Justice and Psychological Well-Being

One of the organizational justice aspects that relates to the perceived fairness of outcome distributions is distributive justice (Song et al., 2024). Employee psychological well-being is much shaped by equitable distribution of rewards and resources (Onyango et al., 2022). Positive mental health results depend on people in this sector being exposed to extended working hours, varying workloads, and high emotional labor being seen as fair in how resources are allocated. Song et al. (2024) found that workers are more likely to experience job satisfaction, motivation, and a sense of belonging when they believe their incentives are fair about their efforts and compared to their peers.

On the other hand, Aggarwal and Mittal (2021) stressed that distributive justice is how results are judged unfair, can cause emotional trauma, exhaustion, and lower commitment. This compromises not just personal psychological well-being but also the projected results of the company, according to Wahby et al. (2022). Furthermore, views of justice affect the growth of confidence between management and staff. According to Onyango et al. (2022), distributive justice supports psychological safety, which motivates staff members to participate actively in their positions, be proactive, and have good contacts with customers.

On the contrary, Majeed et al. (2021) contended that seeming injustices might set off negative emotions like annoyance or rage, therefore lowering morale and raising the risk of internal and client conflict. Promoting distributive justice is not only a moral obligation but also a strategic need in a very competitive sector where service quality is the first priority. Kultalahti et al. (2023) said that hospitality companies may improve general organizational performance by means of fair remuneration, equal task distribution, and transparent promotion methods, thereby enhancing the psychological well-being of their employees. Indradevi (2022) underlined on this point that building sustainable work environments that support employee well-being and generate long-term performance in the hotel sector depends on an awareness of and addressing of distributive justice. The study hereby formulates the first hypothesis as follows:

H1: Distributive justice significantly predicts psychological well-being

Procedural Justice and Social Well-Being

The view of procedural fairness inside the company determines a major element affecting employee conduct and happiness. Karthick et al. (2024) claimed that employees who believe that the method utilized to distribute awards is open are more likely to show good work attitudes. Apart from procedural fairness, Le et al. (2016) also claimed that a good work environment is much influenced by employees' social well-being. Employees' sense of belonging, deep relationships, and good interactions in the workplace define their social well-being. Reducing burnout, absenteeism, and turnover in the emotionally taxing hotel industry depends on employees feeling socially supported.

Good social well-being among employees increases their likelihood of displaying greater degrees of involvement, empathy, and teamwork, all of which directly help to improve customer service and client pleasure.

Procedural justice and social well-being have a strong synergy that can lower stress, raise employee morale, and inspire long-term organizational commitment (Farid et al., 2023). Good organizational systems help to establish confidence between management and staff, hence strengthening social ties among colleagues. Farid et al. (2023) emphasized that employees feel appreciated in a fair and socially friendly environment, which improves their emotional resilience and increases their desire to fulfil the high service demands of the industry.

In addition, Ho (2025) elucidated that procedural justice and employee social well-being are not only essential for fostering a healthy workplace culture but are also directly tied to service quality and operational performance. Edeh and Ugwu (2019) contended that organizations that prioritize these aspects are more likely to retain talented employees, maintain positive work environments, and achieve sustained customer satisfaction in the competitive hospitality industry. From the foregoing literature review, the study formulates the second hypothesis as thus:

H2: Procedural justice significantly predicts social well-being

Interactional Justice and Workplace Well-Being

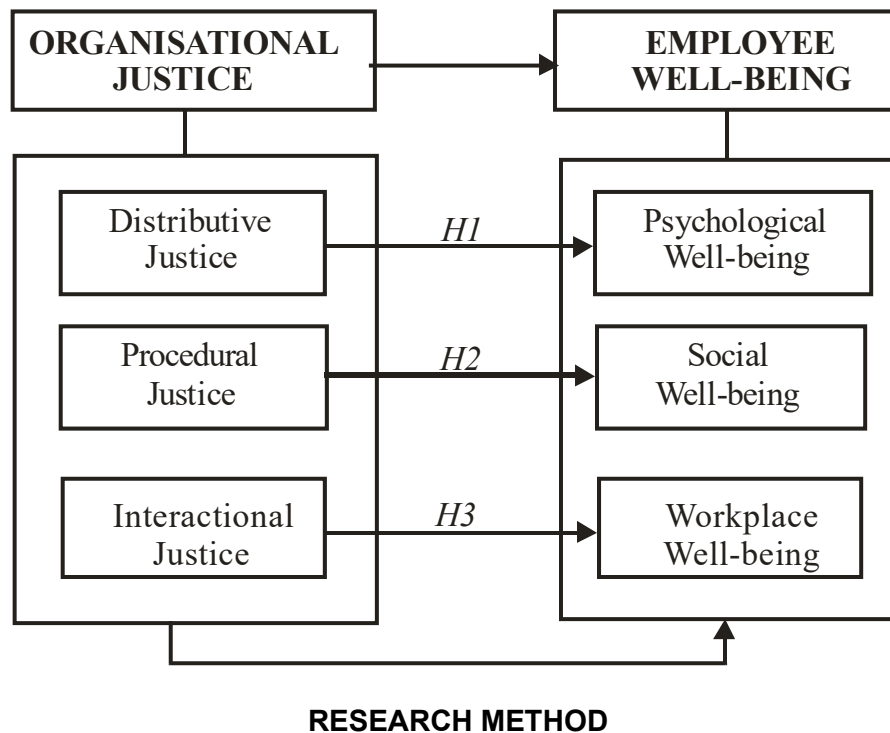
The hospitality sector, encompassing hotels, restaurants, and tourism services, thrives on human interactions. As a service-intensive industry, the quality of employee-customer interactions significantly influences organizational success. However, Gündüz et al. (2020) admitted that these relationships also place immense pressure on employees, often contributing to job-related stress and burnout. In this regard, Behrani (2017) opined that interactional justice, which is the perception of fairness in interpersonal treatment, plays a vital role in shaping workplace well-being. Interactional justice emphasizes polite communication, empathy, and open information sharing between management and staff members, therefore directly influencing morale, motivation, and general job satisfaction (Adamovic, 2023). It also covers mental health, work-life balance, and a feeling of belonging (Lambert et al., 2021), going beyond only financial gains like income. Maintaining good service standards and lowering turnover in the hotel sector where staff members are constantly exposed to long hours, changing workloads, and emotionally taxing interactions depends on preserving occupational well-being.

Interactive justice has helped to create a fair and courteous workplace that has been connected to better well-being. Ho (2025) underlined that employees are more likely to feel valuable and supported when managers treat them with decency, acknowledge their efforts, and give clear communication throughout both normal and demanding circumstances. This therefore helps to lower stress, promote good attitudes, and strengthen organizational commitment. Conversely, Aggarwal and Mittal (2021) contended that a lack of fairness or poor interpersonal treatment can lead to emotional exhaustion, disengagement, and high attrition rates, threatening service quality. Given the dynamic and customer-centric nature of hospitality, interactional justice becomes not just a managerial responsibility but a strategic imperative. It is on this note that Indradevi (2022) maintained that any organization that emphasizes fair treatment amongst its workforce, would ultimately benefit both employee well-being and customer satisfaction. Thus, integrating interactional justice into workplace practices can create a sustainable environment where employees thrive, enhancing productivity and service quality in the long run (Faeq & Ismael, 2022). From the above arguments, the study formulates the third research hypothesis as shown below.

H3: Interactional justice significantly predicts workplace well-being.

The research framework of this study is presented below in Figure 1.

Figure 1. Research Framework



This investigation employed a cross-sectional survey as a befitting research design since data were collected within a short period from the hospitality sector with a specific focus on four-star hotels in southeastern Nigeria. Twenty (20) four-star hotels were selected from the Yellow Pages of the Southeastern Business Diary using a simple random sampling technique. Justifying the use of a simple random sampling method, [Cooper and Schindler \(2014\)](#) elucidated that the technique gives the target population an equal chance of being selected. A total number of 430 employees represented the population as found in the payroll of the selected hospitality businesses. To determine the sample size from the population, the researchers employed [Krejcie and Morgan \(1970\)](#) and the result is 203.

A validated Organizational Justice Questionnaire (OJQ) developed by [Niehoff and Moorman \(1993\)](#) containing 15-items was utilized in the study. On the other hand, a validated employee well-being instrument developed by [Pradhan and Hati \(2019\)](#) with 21-items was also adopted. The principles of research ethics such as anonymity, voluntary participation, disclosure, and confidentiality were adhered to regarding participants' consent ([Sreejesh et al., 2014](#)). Two hundred three (203) copies of the questionnaire were administered to the participants face-to-face within two months. After two months, the researchers went back to collect the questionnaire, and it was discovered that after data cleaning, only 194 copies of the questionnaire were filled correctly. These 194 copies were marked valid, and they were used for the analysis. The study used linear regression to analyze the Research hypotheses with IBM SPSS 22.0.

RESULTS

Table 1. Respondents Biodata

| Characteristics | | Frequency | Percentage (%) |
|-------------------------|------------|-----------|----------------|
| Gender | Females | 112 | 57.7 |
| | Males | 82 | 42.3 |
| Age (Years) | 18-35 | 118 | 60.8 |
| | 36-45 | 43 | 22.2 |
| | 46 & above | 33 | 17.0 |
| Education | Primary | 10 | 5.2 |
| | Secondary | 23 | 11.9 |
| | Tertiary | 153 | 78.9 |
| | Others | 8 | 4.1 |
| Work Experience (Years) | 1-10 | 155 | 79.9 |
| | 11 & above | 39 | 20.1 |

The biodata of the respondents in [Table 1](#) shows that 82 males represent 42.3%, while 112 females represent 57.7%. Secondly, the age bracket of the respondents indicates that 118 participants, representing 60.8% fall within 18-35 years; 43 participants accounting for 22.2% are between 36-45 years; and 33 respondents, representing 17.0%, are within the age bracket of 46 years and above. Thirdly, the education attainment revealed that 10 respondents representing 5.2% attended primary education; 23 respondents representing 11.9% attended secondary education; 153 respondents representing 78.9% attended tertiary education; and 8 respondents representing 4.1% attended other formal education. Lastly, the work experience result indicated that 155 participants accounting for 79.9% have served in the selected hotels between 1-10 years; and 39 participants representing 20.1% have been in the selected hotels for 11 years and above.

Table 2. Hypotheses Testing

| Variables | | r | r ² | ar ² | fstat | sig. | std. err | tstat. |
|-----------|---------|--------|----------------|-----------------|---------|-------|----------|--------|
| H1 | DJ → PW | 0.824 | 0.680 | 0.678 | 407.119 | 0.000 | 0.037 | 20.177 |
| H2 | PJ → SW | 0.854 | 0.730 | 0.728 | 518.128 | 0.000 | 0.035 | 22.762 |
| H3 | IJ → WB | 0.864a | 0.747 | 0.746 | 567.813 | 0.000 | 0.034 | 23.829 |

The proposed hypotheses were analyzed and the results are shown in [Table 2](#). The outcome indicated organizational justice predicted employee well-being in the selected four-star hotels. This means that an increase in organizational justice enhances employee well-being in the selected hotels. This can be noticed in the significance level of the models ($0.000 < 0.005$). Again, the results of the R^2 in the models demonstrate that 68%, 73%, and 75% of total variations in distributive justice, procedural justice, and interactional justice are well explained by the measures of employee well-being ([Lorenzo-Seva et al., 2010](#)). Another evidence of the model's fit is that the differences between R^2 and adjusted R^2 are less than 5%, implying that sample error was not recorded ([Adhikari, 2022](#)). Supporting the validity of the results, the f-statistic has progressive values of 407.119; 518.128; 567.813, which are higher than the tabulated value of 3.90, which gave rise to null hypotheses rejection and supports the acceptance of H1, H2, and H3 ([Dhakal, 2018](#)).

DISCUSSION

Based on the results presented in [Table 2](#), it was determined that organizational justice has a significant effect on employee well-being in the selected hotels. These findings provide valuable insights into the relationship between fairness in organizational practices and the overall well-being of employees within the hospitality industry. However, the results of this study contradict the findings of previous research conducted

by Aggarwal and Mittal (2021) as well as Behrani (2017). In the study by Aggarwal and Mittal (2021), the results indicated that while organizational justice had a significant positive effect on employee engagement, it had a significant negative effect on employee well-being within the consumer durable industry. When comparing their results with the current study, it can be inferred that the variations in industry type may have contributed to the differing outcomes. This discrepancy highlights the need for further research to explore the role of industry-specific factors in shaping the relationship between organizational justice and employee well-being. The contrast in findings creates an opportunity for subsequent investigations to fill this emerging research gap and examine how different industries influence employee perceptions of fairness and well-being.

Similarly, the findings of this study also contrast with those of Behrani (2017), who found that organizational justice had a significant negative effect on employee happiness in the educational, manufacturing, and ICT sectors. However, it is important to note that Behrani's (2017) study focused on employee happiness as the criterion variable, whereas this study examines employee well-being. While happiness is an important aspect of an employee's overall experience, it is not synonymous with well-being, which encompasses broader dimensions, including psychological, emotional, and physical health. Furthermore, since the industries examined in these studies differ significantly, it is possible that employees' attitudes and behaviors towards organizational justice also vary, leading to divergent results. The organizational culture, management style, and socio-economic conditions of different industries and regions may shape employees' perceptions of fairness differently, which in turn affects their overall well-being.

The disparities observed in the findings of different studies may also be attributed to differences in the socio-cultural work environments across various countries. Organizational justice and its impact on employee well-being may be influenced by cultural norms, workplace policies, and management practices that vary from one country to another. On the other hand, the results of studies conducted by Gündüz et al. (2020), Indradevi (2022), Majumdar & Kumar (2022), and Zheng & Liu (2016) are in alignment with the findings of the present study. For instance, Zheng and Liu (2016) examined the moderating influence of psychological empowerment on the relationship between interactional justice and employee well-being in Chinese manufacturing firms. Their findings revealed that psychological empowerment played a moderating role, while interactional justice had a significant effect on employee well-being. This supports the idea that fairness in workplace interactions contributes positively to employees' overall well-being, similar to the results found in the current study.

In addition, the findings of Indradevi (2022) further reinforce the results of this study, as they demonstrated that organizational justice has a significant effect on the psychological well-being of employees. This aligns with the findings of hypothesis one in the present study, where distributive justice was found to be a significant predictor of psychological well-being. Gündüz et al. (2020) also reported that organizational justice had a significant effect on employee well-being measures within the Turkish information technology sector. Their study provides additional support for the notion that fairness in workplace policies and practices contributes to better employee well-being, regardless of industry.

Similarly, Majumdar and Kumar (2022) investigated the relationship between organizational justice and employee well-being, incorporating psychological capital as a moderating factor and work engagement as a mediating variable in the Indian context. Their study further strengthens the argument that organizational justice plays a crucial role in shaping employee well-being across different industries and geographical locations. Collectively, these studies provide substantial evidence that organizational justice is a critical factor in determining employee well-being, further reinforcing the

relevance and validity of the findings in this study. By comparing these studies, it becomes evident that organizational justice remains a significant determinant of employee well-being, though its effects may vary depending on contextual factors such as industry type, cultural environment, and moderating influences.

CONCLUSION

The purpose of this study was to investigate the prediction of employee well-being through organizational justice in the hospitality sector with a specific focus on four-star hotels in southeastern Nigeria. This study concludes that organizational justice measured with distributive justice, procedural justice, and interactional justice enhances the well-being of employees in the hospitality sector. Practically, the findings of this study indicate that in a work atmosphere of fairness, employees' well-being would be improved compared to an atmosphere that is characterized by inequality in pay, procedures, and information sharing. Parsimoniously, the well-being of employees can be improved when managers administer equity to all workers in the enterprise.

This study implies that managers and hotel practitioners need to borrow a leaf from these findings because instead of having high employee turnover which requires a huge amount of money to recruit new staff, they could easily apply organizational justice in their day-to-day decisions. This study comes with limitations such as the geographical location of inquiry, and the method employed to collect and analyze the data. It is the advocacy of the researchers that, in subsequent investigations regarding organizational justice and employee well-being, a moderating variable could be introduced to determine the strength of the relationship. In addition, interviews and other advanced statistical software could be included in the next study to close the gaps that this study has created.

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DECLARATION OF CONFLICTING INTERESTS

The author(s) declared no conflict of interest.

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