



The Role of Organizational Justice and Job Satisfaction in Tanzanian Local Government Authorities: A Case of Mwanga District Council

James Nathan Ndossy¹

¹jamesndosi@gmail.com

¹Tanzania Institute of Accountancy, Tanzania

<https://doi.org/10.51867/scimundi.5.1.8>

ABSTRACT

This study aimed at examining the relationship between organizational justice and job satisfaction in Tanzania local government authorities using Mwanga District Council (MDC) as a case study. The study was underpinned by the social exchange theory that conceptualizes that the relationship between employees and organisations is based on reciprocity. The study used positivist research philosophy that made use of quantitative approach. Data was collected using a structured questionnaire. The study aimed at collecting data from 110 respondents at MDC from a population of 150 employees, however, a total of 102 questionnaires were included in data analysis. The study found that all the three dimensions of organizational justice namely distributional justice, procedural justice and relational justice had a significant positive influence on job satisfaction. The findings imply that organisations that promote or have an environment of fairness have higher chances of having employees with higher levels of jobs satisfaction. The study concludes that organizational justice influences job satisfaction in the Tanzania Local Government Authorities. The study recommends LGAs to consider promoting procedural, distributional and relational justice to foster job satisfaction among the employees. This study covers an area that was not sufficiently covered by the present empirical literature.

Keywords: Distributional Justice, Job Satisfaction, Organizational Justice, Procedural Justice, Relational Justice, Tanzania

I. INTRODUCTION

Job satisfaction plays a crucial role in both private and public organisations. Globally, corporate leaders and employees have been concern with levels of job satisfaction in their respective organisations (Ekmekcioglu & Nabawanuka, 2023). This is due to the fact that job satisfaction plays a significant role in enhancing employee performance, organizational commitment, employee retention, organizational performance, and organizational citizenship behaviour, among others (Eliyana et al., 2019; Purwanto et al., 2021; Rinny et al., 2020). Similarly, researchers have been showing interest in this area by looking for factors that contribute towards job satisfaction so that organizations can devise appropriate strategies to enhance it.

Job satisfaction can be defined as positive evaluation about one's job. It has to do with number of factors; some relate to the content of the job while others the context of the job. Moreover, issues related to an employee him/herself may be one of the factors that can either directly or indirectly affect his/her job satisfaction (Westover & Peterson, 2019). Organisations that show interest in enhancing job satisfaction tend to be preferred by organisations.

Like in any other parts of the world, Tanzanian organisations specifically state owned organisations have been showing efforts in ensuring that organisations have employees whose levels of jobs atisfaction is impressive. This has been demonstrated through different government reforms that have been in place focusing on enhancing public service delivery. The government and its agencies, understand that it is difficult to achieve that purpose without having public servants with considerable high level of job satisfaction. Improving working environment, adjusting compensation packages for public servants as well as introudicing supportive legislations have been put in place in quest to enhance employee job satisfaction. While these efforts have been producing positive results yet job satisfaction in public organisations specifically local government authorities have not been satisfactory.

The literature links job satisfaction with numerous factors such as compensation management, leadership styles, employee engagement, career opportunities and so many other variables (Kyangwe et al., 2023; Mongi, 2020; Mwakasangula & Mwita, 2020). One of the determinants of job satisfaction that has not been given sufficient attention is organizational justice. Organisational justice entails perceived fairness and equity that employees have about their organisations (Malhotra et al., 2022). Available literature from the global context confirms that organizational justice is a significant determinant of job satisfaction. Available literature in Tanzania links job satisfaction with factors such as resources, working environment, and leadership styles (Mbonea et al., 2021; Mwakasangula & Mwita, 2020). While these studies offer important insights on why the level of jobs satisfaction is as it is, the need for more studies that link job satisfaction and organizational commitment is imperative.



This study focused on examining the role of organizational justice on job satisfaction in Tanzania using a case study of Mvomero District Council as a case study. The study assesses the levels of different forms of organizational justice and how they impact job satisfaction. The study not only contribute to the existing body of knowledge; it also provides context-relevant findings that would help organisations in Tanzania especially LGAs to come-up with appropriate measures to improve job satisfaction in Tanzania LGAs.

1.1 Statement of the Problem

Organisations are concerned with the level of job satisfaction of their employees. This is due to the fact that it is an indicator of how an organization performs towards employee welfare (Beloor, 2020). Further, job satisfaction is linked to numerous organizational outcomes such as turnover intentions, organizational citizenship behaviour, employee and organizational performance, among others (Mongi, 2020). In Tanzania local government authorities have been considered important drivers of the government performance through delivery of quality public services, revenue collection and law and security enforcement among others (Kessy, 2020). Current studies have shown that employee job satisfaction in LGAs has not been satisfactory (Buberwa, 2025a). This has made researchers and practitioners to associate with number of variables such as leadership, resources, compensation, and working conditions among others (Abraham, 2019; Myeya & Rupia, 2022). The studies in this area have presented significant insights on how job satisfaction is affected by these variables. The available global literature shows that one of the significant determinants of jobs satisfaction is organizational justice (Indahyati & Sintaasih, 2019; Qureshi et al., 2017; Topbaş et al., 2019). Despite the fact that organizational justice is capable of influencing job satisfaction, there is no empirical evidence in the Tanzania context that shows the relationship between organizational justice and job satisfaction. This study examines the link between organizational justice and job satisfaction in Tanzania using Mwanga District Council as a case study.

1.2 Research Objectives

This study aimed at achieving the following objectives

- i. To examine the influence of procedural justice on job satisfaction at Mwanga District Council
- ii. To examine the influence of distributional justice on job satisfaction at Mwanga District Council
- iii. To examine the influence of relational justice on job satisfaction Mwanga District Council

1.3 Research Hypotheses

H₀₁: Procedural justice influences job satisfaction

H₀₂: Distributional justice influences job satisfaction

H₀₃: Relational justice influences job satisfaction

II. LITERATURE REVIEW

2.1 Theoretical Review

2.1.1 Social Exchange Theory

Social exchange theory was proposed by George Homans (1958) and Peter Blau (1964). The theory proposes that the relationships in the workplace are based on exchanges. Employees behave, acts and feel as the response of how they are treated (Meira & Hancer, 2021). This implies that the relationships in the workplace are in reciprocity fashion or give and take. The central concept of SET is that employees tend to engage in exchanges that will provide them with maximum benefits (e.g., rewards, support, recognition) while minimizing costs (e.g., stress, exploitation, negative treatment) (Ahmad et al., 2023). In the context of this study, perceptions of organizational justice may result to a feeling of job satisfaction. When employees perceive that the working place does not promote fairness, equality and equity, it brings the feeling that the working place is not conducive and therefore leads to a negative evaluation of the organization which is one of the determinants of dissatisfaction (Kim et al., 2019).

2.2 Empirical Review

2.2.1 Job Satisfaction in Tanzania Public Organisations

The literature on job satisfaction in Tanzanian organisations is scant. There is no a comprehensive study which have been conducted to measure the general level of job satisfaction in Tanzania public organisations. However, there are studies which have been conducted across different sectors. For instance, the studies of in the education sector provide mixed results on the levels of job satisfaction. The study by (Msuya, 2016) found that job satisfaction among teachers in public secondary schools were not homogeneous; socio-economic and demographic factors had a great contribution on varying job satisfaction levels. Mbonea et al (2021) conducted a study on factors affecting secondary school teachers' job satisfaction in Lushoto District, Tanga region in Tanzania. Their findings



indicate unsatisfactory levels of job satisfaction. The study further found that job satisfaction among teachers is affected by number of factors including, pay, social simulation, opportunity for promotion, job condition and job security. The study of (Kafyeta, 2015) examined the factors influencing employees' job satisfaction in public organizations in Tanzania using a case of Tanzania Electric Supply Company (TANESCO) Limited in Dar es Salaam. The study found that employees were generally not satisfied with their jobs. The level of job satisfaction were affected by the factors such as incentives, employees training and development, working environment, leadership, the extent of employees involvement in decision making, fairness and equality of employees in promotion, and managers leadership. With regard to the job satisfaction in Tanzania local government authorities, the most recent studies by Buberwa (2025b) indicates that job satisfaction in Tanzania local government authorities is an area of concern which needs special attention.

2.2.2 Organizational Justice and Job Satisfaction

Organisations are always managed by rules, regulations, and policies that have been set to ensure consistent decisions are made. Employees in organisations are expected that procedures laid by these rules, regulations are policies are followed by all employees without any discrimination. When employees feel that procedures favour one person and undermines the other the feeling of injustice tends to be experienced. This tends to affect the level of job satisfaction of employees. Similarly, available benefits, opportunities and resources within organisations are expected to benefits all the employees equally. When employees perceive that there are others employees who enjoy available resources and benefits more than them, it may lead to unpleasant feelings and therefore lower their job satisfaction. Moreover, relational justice pertains to the level of fairness in interpersonal relationships between employees and management. When employees have the feeling that their relationships with other employees and managers are beneficial, the employees tend to feel that the working environment is just. The justice is interpreted through communication, dignity and respect, trust and support.

The study of Indahyati and Sintaasih (2019) which was done Indonesia found that distributional justice has a positive and significant relationship with job satisfaction. Further, procedural justice has a positive relationship with job satisfaction; however, the relationship was not significant. Likewise, the relationship between interactional and job satisfaction was positive and insignificant. Another study by (Al-Douri, 2020) noted that interactional justice has a relative high influence on job satisfaction. Moreover, procedural justice forms an integral part of the influence of organizational justice on job satisfaction of employees. However, the study found that distributional justice had no any impact on job satisfaction.

Topbaş et al (2019) conducted a study on the effect of organizational justice on job satisfaction and burnout among hemodialysis nurses. The study was conducted in Turkey. The study found that the distributive justice scores decreased as the depersonalisation scores of the nurses increased. As the personal accomplishment scores of the nurses increased, the interactional justice scores also increased. The study of McAuliffe et al (2009) which was done in Malawi among nurses provides similar results. The study reports that presence of organizational justice in an organization significantly enhances job satisfaction among the nurses. In this study, organizational justice was measured based on how well the nurses well treated by their managers as well as they were engaged in decision making particularly on sharing their ideas and receiving information about decisions.

The study of Qureshi et al (2017) examined the association between two dimensions of organisational justice which are distributive and procedural justice with job satisfaction among Indian police officers. The study involved 827 officers from the Sonapat and Rohtak districts in the north Indian state of Haryana. The study found that perceptions of distributive justice and procedural justice (in terms of promotions and evaluations) had significant positive relationships with job satisfaction.

III. METHODOLOGY

The study was developed using positivist research philosophy. The philosophy that stems from the belief that reality is objective and can be measured scientifically. The philosophy posits that knowledge is delivered from observable facts and empirical evidence and these facts can be generalized (Mwita, 2025). Quantitative approach was used since the study focused on drawing inferences between organizational justice and job satisfaction. Yamane's formula was used to calculate a sample size from a total of 150 employees working at Mwangi District Council head office. Mwangi District Council is one of the seven (7) councils in the Kilimanjaro region established in 1979. Its long history of over 45 years made it an ideal council to collected data from. A sample size of 110 was determined hence the structured questionnaires were distributed to them. A total of 102 questionnaires were found to be fit to be included in the study. Descriptive and inferential statistics were involved in data analysis. Descriptive analysis focused on determining mean and standard deviation of constructs and variables. On the other hand, inferential analysis included correlation and regression



IV. FINDINGS & DISCUSSION

4.1 Response Rate

Reliability: The study tested for reliability of each variable involved in the study. Cronbach alpha was used to test for reliability. The rule of thumb that Cronbach's alpha values of equal or above 0.7 signify reliability was used. Based on the rule all the variables were reliable since they had Cronbach's alpha values of above 0.7 as shown in table 1.

Table 1

Cronbach Alpha Values for the Variables

Variable	Cronbach's Alpha	No. of items
Distributional Justice	.823	4
Procedural Justice	.992	5
Relational Justice	.937	3
Job satisfaction	.918	4

4.2 Distributional Justice

The first statement was "I think that the outcomes I receive from this organization are justified, given the work I have done." The mean for this statement was 3.68 which is above the average indicating agreement. The standard deviation was 0.647 indicating moderate consensus among the respondents. The second statement was "my work outcomes (e.g., pay, recognition) are distributed fairly in comparison to others". The mean score was 3.29 which is also above the average score implying agreement. The standard deviation was 0.752 which indicates that responses vary among employees which implies presence of disagreement on whether outcomes are equitably distributed. Another statement was "the amount of pay I receive is fair for the amount of work I do". In this statement the mean was 3.17 which indicates that employees are slightly neutral although it is above the midpoint. The standard deviation of 0.833 is the highest in this statement indicating greater variation responses. The last statement was "the rewards I receive are aligned with my performance". The mean score was 3.33 leading towards agreement with standard deviation of 0.836 showing that there is variability in responses. The overall mean of distributive justice of 3.47 indicates that there is moderate perception of distributive justice at MDC. By considering the fact, the likert scale ranges from 1 to 5, with 1 being strongly disagree and 5 strongly agree, the mean of 3.47 gives an implication that the respondents perceive the distributional justice to be somewhat fair although not overwhelmingly.

Table 2

Descriptive Results for Distributive Justice

Statements	M	SD
DJ1: I think that the outcomes I receive from this organization are justified, given the work I have done	3.68	.647
DJ2: My work outcomes (e.g., pay, recognition) are distributed fairly in comparison to others	3.29	.752
DJ3: The amount of pay I receive is fair for the amount of work I do	3.17	.833
DJ4: The rewards I receive are aligned with my performance	3.33	.836
Overall mean	3.47	

4.3 Procedural Justice

The first statement was "the procedures used to make decisions about my job are applied consistently". In this statement the mean score was 3.83 indicating that employees perceive presence of procedural fairness in consistency in decision making. The standard deviation of 0.833 indicates presence of variability in the responses which means some of the responses disagree with the statements. The second statement "the process used to make decisions about my pay and promotion is free from bias". The mean score was 3.67 indicating agreement with standard deviation of 0.937 implying variation in perceptions in this statement. Another statement was "I have been given a chance to express my views during decision-making processes". The mean score was 3.64 which indicates that employees have reasonable opportunity to express their views during decision making. Additionally, the standard deviation was 0.92 suggesting variability in responses. The fourth statement was "the decision-making process is transparent and open to scrutiny" with mean score of 3.69 indicating agreement with standard deviation of 0.944 indicating differences in perception. The last statement was "the procedures used to make decisions are based on accurate information". The mean score was 3.61 which also implies agreement with 0.987 which implies that the respondents varied in perception on the statement. The overall mean of 3.78 indicates that there is a general positive view on procedural justice but it is not overwhelmingly high. The score entails that the respondents feel moderately positive about fairness in following the laid procedures in decision making process related to their issues of their concern.

**Table 3***Procedural Results for Distributive Justice*

Statements	M	SD
PJ1: The procedures used to make decisions about my job are applied consistently	3.83	.833
PJ2: The process used to make decisions about my pay and promotion is free from bias	3.67	.937
PJ3: I have been given a chance to express my views during decision-making processes	3.64	.920
PJ4: The decision-making process is transparent and open to scrutiny	3.69	.944
PJ5: The procedures used to make decisions are based on accurate information	3.61	.987
Overall mean	3.78	

4.4 Relational Justice

The first statement was “I feel that my relationship with my supervisor is characterized by trust and mutual respect.” In this statement the mean was 3.56 which shows that the responses generally agree with the standard deviation of 1.020 which is relatively high indicating presence of notable differences in perceptions. The second statement was “there is a sense of fairness in how interpersonal relationships are developed in this organization.” The mean score was 3.38 showing that employees perceive presence of moderate level of fairness in interpersonal relationships. The standard deviation was 1.063 indicating that there is considerable high level of variation in experiences among the respondents. The last statement in procedural justice was “the organization values strong, respectful relationships among employees.” In this statement the mean score was 3.25 which is slightly above average leaning to agreement. The standard deviation of 1.076 in the statement shows presence of variation in responses. The overall mean for relational justice is 3.40 for the three statements of the scale. This indicates that the respondents have slightly positive view of the relational justice at MDC. The standard deviation entails moderate variation in responses which entails that the respondents had varied opinions on relational justice.

Table 4*Relational Results for Distributive Justice*

Statements	M	SD
RJ1: I feel that my relationship with my supervisor is characterized by trust and mutual respect	3.56	1.020
RJ2: There is a sense of fairness in how interpersonal relationships are developed in this organization	3.38	1.063
RJ3: The organization values strong, respectful relationships among employees	3.25	1.076
Overall mean	3.40	

4.5 Job Satisfaction

Based on the results presented in table 5, the first statement for job satisfaction was “I feel real enjoyment in my job”. The mean score was 2.92 which implies that slightly disagree or are neutral when comparing their job satisfaction to the average worker. The standard deviation was 1.447 indicating variation in responses. The second the statement was “I like my job better than the average worker does”. The results for the statement indicate that mean score was 3.14 indicating a slightly positive attitude. The third statement was “most days I am enthusiastic about my job”. The means score was 3.14 which is also slightly positive as it leans towards agreement. However, the standard deviation was 1.428 which suggests while some employees feel motivated some have a different experience. The last statement was “I feel satisfied”. The mean score was 3.26 indicating agreement with standard deviation of 1.489 indicating variability in responses. The overall mean is 3.03 which indicates that the level of job satisfaction is slightly above the average. Although this suggests a positive perception yet the level of job satisfaction is not significantly high and it raises concerns. The high level of standard deviations in the statements indicates high level of variations across the statements which implies that while some employees feel they have high level of satisfaction there are with unsatisfactory levels of job satisfaction.

Table 5*Descriptive Results for Job Satisfaction*

Statements	M	SD
JS1: I feel real enjoyment in my job	2.80	1.522
JS2: I like my job better than the average worker does	2.92	1.447
JS3: Most days I am enthusiastic about my job	3.14	1.428
JS4: I feel satisfied	3.26	1.489
Overall mean	3.03	



4.6 Correlation Analysis

The correlation matrix in table 6 shows the Pearson correlation coefficients between the variables involved in the study. However, this study was interested in the correlations of three relationships. These relationships are distributive justice and job satisfaction, procedural justice and job satisfaction and relational justice and job satisfaction. The correlation between distributive justice and job satisfaction was 0.492 ($p < 0.001$). This implies that there is a moderate positive correlation between distributive justice and job satisfaction. This implies that as distributive justice increases, also job satisfaction increases as well. The correlation between procedural justice and job satisfaction was 0.460 ($p < 0.001$) which indicates that procedural justice positively correlates with job satisfaction hence when procedural justice increases, also job satisfaction increases. Lastly, the correlation between relational justice and job satisfaction was found to be 0.455 ($p < 0.001$). This indicates that there is a moderate positive correlation between relational justice and job satisfaction hence when relational justice increases, job satisfaction tend to increase as well.

Table 6
Correlation Matrix

Indicator		DJ	PJ	RJ	JS
DJ	Pearson Correlation	1			
	Sig. (2-tailed)				
PJ	Pearson Correlation	.757**	1		
	Sig. (2-tailed)	<.001			
RJ	Pearson Correlation	.692**	.698**	1	
	Sig. (2-tailed)	<.001	<.001		
JS	Pearson Correlation	.492**	.460**	.455**	1
	Sig. (2-tailed)	<.001	<.001	<.001	

** Correlation is significant at the 0.01 level (2-tailed)

4.7 Regression Analysis

Table 7 presents the results for three hypotheses. The first hypothesis was distributive justice influences job satisfaction. On this hypothesis, $R = .492$ which signifies moderate correlation between distributive justice and job satisfaction. Further, $R^2 = .242$ which indicates that distributive justice explains 24.2% of variation in job satisfaction. The p-value test the null hypothesis that there is statistically significant relationship between distributive justice and job satisfaction. Since the p-value is less than 0.05 we have sufficient evidence to reject the null hypothesis and therefore concluding that distributive justice statistically and significantly influences job satisfaction.

On the other hand, the study hypothesized that procedural justice influences job satisfaction. The results show that $R = .460$ which indicates that there is a moderate positive correlation between procedural justice and job satisfaction. Further, R^2 was .212 which signifies that procedural justice explains 21/2% variation in job satisfaction. Further, the p-value was less than 0.05 hence we have sufficient evidence to reject the null hypothesis and conclude that procedural justice has statistical significant influence on job satisfaction.

Moreover, the study hypothesized a positive effect of relational justice and job satisfaction. Based on the results, $R = .455$ which indicates a positive moderate correlation between relational justice and job satisfaction. R^2 was .207 which implies that relational justice explains 20.7% change in job satisfaction. The p-value was less than 0.05 hence we have sufficient evidence to reject the null hypothesis and therefore includes that relational justice has a significant statistical influence on job satisfaction.

Table 7
Hypothesis Testing

Hypothesis	R	R ²	β	p-value	Decision
Distributive justice influences job satisfaction (H ₁)	.492	.242	.492	<.001	accept
Procedural justice influences job satisfaction (H ₂)	.460	.212	.460	<.001	accept
Relational justices influences job satisfaction (H ₃)	.455	.207	.455	<.001	accept

4.8 Discussion

This study focused on exploring the relationship between organizational justice and job satisfaction in Tanzania, using Mwanza District Council as a case study. Three types of organisational justice namely distributional, procedural and relational justice were involved. The study found that all the three types of organizational justice positively influence job satisfaction. These results align with the propositions of the Social Exchange Theory which



generally imply that employees engage in relationships based on perceived benefits and fairness. This study highlights how employees' perceptions of fairness on different organizational processes and functions are capable of influencing their job satisfaction.

The correlation between distributive justice and job satisfaction was moderately positive ($r = 0.492$). These results suggest that employees perceive the distribution of resources and benefits in organisations as fair, their job satisfaction tends to increase. These findings are consistent with the findings of the studies done by Indahyati and Sintaasih (2019) and Khan (2022). Further, they are consistent with the premises of the social exchange theory. Further, the regression results confirmed that distributional justice explains the variation in job satisfaction by 24.2%.

The study's findings indicate that procedural justice has a correlation of 0.460 with job satisfaction which indicates a positive linear relationship between the variables. This entails that when an organisation consistently and fairly follows the procedures, job satisfaction of employees tends to increase. The findings are in line with the social exchange theory since employees react based on how they are treated. These findings suggest that employees are not only interested in the results or outcomes but also how fair the processes were that lead to the said outcomes. Procedural justice explains 21.2% variation in job satisfaction. This is an emphasis of how important distributional justice is in enhancing job satisfaction. The study's findings are consistent with those of Dalimunthe et al (2023); Topbaş et al (2019); and Uraon and Kumarasamy (2024)

Relational justice was found to form an integral part of job satisfaction. Relational justice has to do with the level of quality of interpersonal treatments that employees receive in a workplace. Relational justice was found to have a moderate positive correlation ($r = 0.455$) with job satisfaction. The findings align with social exchange theory, as employees feel satisfied with jobs when they perceive fair treatment in the workplace. Relational justice is defined in terms of respect, trust and dignity in workplace relationships. The regression results show that job satisfaction is explained by 20.7% by relational justice. The contribution of relational justice seems to be slightly smaller than the rest of the independent variables i.e., procedural and distributional justice. These findings are in line with those of Moges and Amentie (2022)

These findings suggest that if organisations need to enhance job satisfaction of employees, they need to ensure that all the three dimensions of organizational justice are promoted in the workplace/ inferring to the social exchange theory, employees who experience fairness across the three dimensions are more likely to feel valued and in return more satisfied with their jobs. Organisations should ensure that there is implementation of fair distribution of organizational resources and benefits. They should also ensure transparent and consistent decision making as well as fostering respectful and supportive relationships in the workplace.

V. CONCLUSION & RECOMMENDATIONS

5.1 Conclusion

The findings of this study support the idea that when employees consider presence of fairness in the workplace as conceptualized by distributive, procedural and relational justice, job satisfaction would be enhanced in the workplace. The social exchange theory explains better why employees feel satisfied when they perceive organizational justice. This implies that, while organisations invest their resources in different areas they should consider how employees are treated and their perceptions in general towards organizational justice. This would help create a conducive, supportive and respectful work environment that is crucial to enhancement of job satisfaction.

5.2 Recommendations

This study recommends the following;

Local government should ensure employees enjoy resources and benefits of the organization equitably to foster job satisfaction among the employees. Further, those involved in making decisions within LGAs should ensure there are no substandard and discriminations in enforcing the rules, regulations and procedures to enhance job satisfaction among employees. Lastly but not least, LGAs have to make sure that relationships among employees and with leaders are conducive as the study proves a positive link between relational justice and job satisfaction.

REFERENCES

- Abraham, S. T. (2019). *Factors influencing employees' satisfaction: A case of Dodoma City Council, Tanzania*. The Open University of Tanzania.
- Ahmad, R., Nawaz, M. R., Ishaq, M. I., Khan, M. M., & Ashraf, H. A. (2023). Social exchange theory: Systematic review and future directions. *Frontiers in Psychology*, *13*, 1015921. <https://doi.org/10.3389/fpsyg.2022.1015921>



- Al-Douri, Z. (2020). Organizational justice and its impact on job satisfaction: Evidence from transportation industry. *Management Science Letters*, 10, 351–360. <https://doi.org/10.5267/j.msl.2019.8.035>
- Beloor, V. (2020). A study on job satisfaction and employee welfare in garment industries. *Indian Journal of Science and Technology*, 13(33), 3445–3456. <https://doi.org/10.17485/IJST/v13i33.1058>
- Buberwa, E. (2025a). The influence of organisational culture on employee job satisfaction in Tanzania local government authorities: A case study of Morogoro Municipal Council. *Eminent Journal of Social Sciences*, 1(1), 53–65. <https://doi.org/10.70582/yn41ba32>
- Buberwa, E. (2025b). The influence of organisational culture on employee job satisfaction in Tanzania local government authorities: A case study of Morogoro Municipal Council. *Eminent Journal of Social Sciences*, 1(1), 53–65. <https://doi.org/10.70582/yn41ba32>
- Dalimunthe, L., Limakrisna, N., & Lusiana, L. (2023). Employee performance model through job satisfaction: Distributive justice and procedural justice at the Padang Sidempuan City Health Office. *International Journal of Social Science and Business*, 7(2), 397–405. <https://doi.org/10.23887/ijssb.v7i2.53739>
- Ekmekcioglu, E. B., & Nabawanuka, H. (2023). How discretionary HR practices influence employee job satisfaction: The mediating role of job crafting. *Employee Relations: The International Journal*, 45(3), 776–793. <https://doi.org/10.1108/ER-07-2022-0326>
- Eliyana, A., Ma'arif, S., & Muzakki. (2019). Job satisfaction and organizational commitment effect in the transformational leadership towards employee performance. *European Research on Management and Business Economics*, 25(3), 144–150. <https://doi.org/10.1016/j.iedeen.2019.05.001>
- Indahyati, N., & Sintaasih, D. K. (2019). The relationship between organizational justice with job satisfaction and organizational citizenship behavior. *International Research Journal of Management, IT and Social Sciences*, 6(2), 63–71. <https://doi.org/10.21744/irjmis.v6n2.611>
- Kafyeta, S. A. (2015). Factors influencing employees' job satisfaction in public organizations in Tanzania: A case of Tanzania Electric Supply Company Limited. *Open University of Tanzania*.
- Kessy, A. T. (2020). The demand and supply sides of accountability in local government authorities in Tanzania. *Public Integrity*, 22(6), 606–625. <https://doi.org/10.1080/10999922.2020.1739361>
- Khan, M. (2022). Impact of organizational justice on job satisfaction: A case study of banking industry. *Pakistan Journal of Humanities and Social Sciences Research*, 5(2), 108–120. <https://doi.org/10.37605/pjhssr.v5i2.327>
- Kim, A., Moon, J., & Shin, J. (2019). Justice perceptions, perceived insider status, and gossip at work: A social exchange perspective. *Journal of Business Research*, 97, 30–42. <https://doi.org/10.1016/j.jbusres.2018.12.038>
- Kyangwe, L., Onyango, D. O., & Alloph, J. M. (2023). Strategies to enhance teachers' job satisfaction in secondary schools in Butiama District, Mara, Tanzania. *East African Journal of Education Studies*, 6(1), 120–132. <https://doi.org/10.37284/eajes.6.1.1078>
- Malhotra, N., Sahadev, S., & Sharom, N. Q. (2022). Organisational justice, organisational identification and job involvement: The mediating role of psychological need satisfaction and the moderating role of person-organisation fit. *The International Journal of Human Resource Management*, 33(8), 1526–1561. <https://doi.org/10.1080/09585192.2020.1757737>
- Mbonea, T. J., Eric, A., Ounga, O., & Nyarusanda, C. (2021). Factors affecting secondary school teachers' job satisfaction in Lushoto District, Tanga Region in Tanzania. *Open Journal of Social Sciences*, 9(6), 474–490. <https://doi.org/10.4236/jss.2021.96032>
- McAuliffe, E., Manafa, O., Maseko, F., Bowie, C., & White, E. (2009). Understanding job satisfaction amongst mid-level cadres in Malawi: The contribution of organisational justice. *Reproductive Health Matters*, 17(33), 80–90. [https://doi.org/10.1016/S0968-8080\(09\)33443-6](https://doi.org/10.1016/S0968-8080(09)33443-6)
- Meira, J. V. D. S., & Hancer, M. (2021). Using the social exchange theory to explore the employee-organization relationship in the hospitality industry. *International Journal of Contemporary Hospitality Management*, 33(2), 670–692. <https://doi.org/10.1108/IJCHM-06-2020-0538>
- Moges, A., & Amentie, C. (2022). Effect of organizational justice on organizational performance with mediating variables of job satisfaction and organizational commitment: Systematic article review study. *Applied Journal of Economics, Management and Social Sciences*, 3(3), 1–9. <https://doi.org/10.53790/ajmss.v3i3.58>
- Mongi, J. (2020). Factors influencing job satisfaction to employees in Tanzania. *International Journal of Social Sciences and Management Review*, 3(4), 32–44. <https://doi.org/10.37602/IJSSMR.2020.3404>
- Msuya, O. (2016). Exploring levels of job satisfaction among teachers in public secondary schools in Tanzania. *International Journal of Educational Administration and Policy Studies*, 8(6), 9–16.
- Mwakasangula, E., & Mwita, K. (2020). Relationship between occupational stress and job satisfaction among teachers in Tanzanian public primary schools. *Journal of Co-Operative and Business Studies*, 5(1), 96–103.
- Mwita, K. M. (2025). Understanding research philosophies and designs: A guide for early-career researchers. *Eminent Journal of Social Sciences*, 1(1), 43–52. <https://doi.org/10.70582/m1ne6430>



- Myeya, P., & Rupia, C. (2022). The influence of working conditions on teachers` job performance in public secondary schools in Bukombe District, Geita Region, Tanzania. *East African Journal of Education Studies*, 5(2), 217–226. <https://doi.org/10.37284/eajes.5.2.721>
- Purwanto, A., Purba, J. T., Bernarto, I., & Sijabat, R. (2021). Effect of transformational leadership, job satisfaction, and organizational commitments on organizational citizenship behavior. *Inovbiz: Jurnal Inovasi Bisnis*, 9(1), 61. <https://doi.org/10.35314/inovbiz.v9i1.1801>
- Qureshi, H., Frank, J., Lambert, E. G., Klahm, C., & Smith, B. (2017). Organisational justice’s relationship with job satisfaction and organisational commitment among Indian police. *The Police Journal: Theory, Practice and Principles*, 90(1), 3–23. <https://doi.org/10.1177/0032258X16662684>
- Rinny, P., Purba, C. B., & Handiman, U. T. (2020). The Influence of Compensation, Job Promotion, and Job Satisfaction on Employee Performance of Mercubuana University. *International Journal of Business Marketing and Management*, 5(2), 39–48.
- Topbaş, E., Bay, H., Turan, B. B., Çıtlak, U., Emir, A. H., Erdoğan, T. K., & Akkaya, L. (2019). The effect of perceived organisational justice on job satisfaction and burnout levels of haemodialysis nurses. *Journal of Renal Care*, 45(2), 120–128. <https://doi.org/10.1111/jorc.12271>
- Uraon, R. S., & Kumarasamy, R. (2024). The impact of justice perceptions of performance appraisal practices on job satisfaction and intention to stay: The mediating role of job engagement. *Employee Relations: The International Journal*, 46(2), 408–431. <https://doi.org/10.1108/ER-07-2022-0328>
- Uraon, R. S., & Kumarasamy, R. (2024). The impact of justice perceptions of performance appraisal practices on job satisfaction and intention to stay: The mediating role of job engagement. *Employee Relations: The International Journal*, 46(2), 408–431. <https://doi.org/10.1108/ER-07-2022-0328>
- Westover, J. H., & Peterson, J. (2019). Job satisfaction and gender. *Journal of Business Diversity*, 19(3), 22–40.