

## Effect of Perceived Organizational Justice on Project Success; the Role of Employee Creativity

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### Abstract

*Past research studies reviewed have stated that there is a challenge with the success of construction sector; this was further discovered by statistical records. It is on this note that this study seeks to examine the effect of perceived organizational justice on project success, moderating role of employee innovation. The study employed a cross sectional research design, unit of analysis in this study is employee of construction sector in Jalingo LGA of Taraba State (TARCMA), population of the study is 1900, and sample that was used for data analysis is 320 questionnaire used to collect the required data. The data were analyzed using statistical package for social sciences version 23 (SPSS) and PLS Ver4. In the direct relationship, the result has shown that distributive, procedural and interactional justice-have a positive and significant effect on project success. On the moderating relationship, distributive and interactional justice's relationship on project success were moderated by employee creativity, however, the effect of procedural justice on project success was not moderated by employee creativity. It was recommended that construction sector managers should ensure that employees are treated fairly so that they can be motivated to initiate innovative ideas into Construction Companies.*

**Keywords:** Organizational justice, Distributive Justice, Procedural Justice, Interactional Justice, Employee Creativity, Project Success.

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### Introduction

The significance of project success is enormous around the world, even in the context of Nigeria, a number of factors have been established that might increase or enhance the success of projects in the constructions sector. The employee's perception regarding organizational justice, the project manager's function, the tools, procedures, and assistance available to them at work are several instances of this antecedence. The significance of the construction industry to the economy of any country of the world, including Nigeria, cannot be understated in light of the above submission, in accordance with the report reviewed on National Bureau of Statistics (2021), in Nigeria, the constructions sectors' contribution to the real GDP of Nigeria was over 2.33% in the year 2019, this report has clearly shown that construction sector contributes significantly to the Nigerian economy as contained in the report of National Bureau of Statistics (2021).

Despite the fact that these industries contribute extensively to the global economy and the economy of Nigeria in particular, construction sector success and performance is still becoming worse, according to the Project Management Institute (2020), substantial sums of money are lost on projects every day as a result of an organizational injustice within the management team, including overspending, scope creep, time overruns, non-conformity to standard, and non-attainment of the stated goals and objectives. Moreover, report from National Bureau of Statistics (2021) has further revealed that Construction sector witnessed great contraction by -7.68% in full year 2020, this implies a declined in performance of construction sector. Numerous studies in the past (e.g., Aga, Noorderhaven, & Vallejo, 2016; Jitpaiboon, Smith, & Gu, 2019; Yean & Yusof, 2016) have stated that, there are many antecedence that are responsible to failure of project success. Some of these factors may include among the following; lack of distributive justice, procedural justice, interactional justice, employee creativity, lack of job satisfaction, lack of organizational commitment of employee among others. When the above factors are not properly manage by the management, it may affect project success of the construction company as stated by Unterhitzenger and Bryde (2019), its on the bases of the above argument that this study examined the effect of perceived organizational justice on project success the moderating role of employee creativity.

In accordance with a number of researches in the past (Unterhitzenger & Bryde, 2019; Colquitt et al., 2018), the treatment employees receive from project managers is claimed to have an effect on both their job performance and the success of an organization. The authors further contended that an organization's resource allocation practices have an important effect in determining how its workers will perceive the establishment. Huang et al. (2017) claimed that managers' attitude toward the employee on his or her team affects and inspires them to accomplish their goals. In the work of Subhitzenger and Bryde (2019) the kinds of treatment employees receive from the managers usually influence their decisions at the work place, which could be either negative or positive. In accordance with the findings of past extant studies such as Zaman, Florez-Perez, Abbasi, Nawaz, Farías, Pradana, (2022) and others have maintained that organizational justice has been found to improve both employees' and project success, according to Amabile and Pratt (2016). Colquitt (2018) examines how the three dimensions of perceived organizational justice affect project success.

According to Amabile and Pratt (2016), creativity is an approach through which a single person or a small group of individuals working together in an establishment

produce innovative and useful ideas. An idea needs to be both unique and useful in order to be regarded as innovative in the context of this study; creativity is used as an intervening variable in the relationship between perceived organisational justices' dimensions on project success in construction industry in Jalingo metropolis areas of Taraba State as recommended by Dong et al., (2017).

The study of Jitpaiboon, Smith and Gu, (2019) have recognised that despite the fact that past studies such as (Du, Li, Du, Wang & Fan, 2021; Wang, Li, Liang, Ye & Ge, 2018) have conducted several researches and have found out that there is a relationship between perceived organization justice and on project success, most of these studies reported an inconsistencies on their findings, for a researchers to better understand this relationships. However it has been suggested in the studies of (Gafni, Marom & Sade 2019; Whitman, Caleo, Carpenter, Horner & Bernerth (2012) that project success may not always be affected or influence by organizational justice, therefore, to better understand ways in which project success may be affected by organizational justice, it was suggested by Jang, Lee & Kwon (2019) that subsequent studies may introduce a moderator on the relationship between the two variables. Thus, it is on the basis of the above justification that this study introduces employee creativity to moderate the relationship.

This study may be important in the numbers of ways; if the findings of this study are implemented in the construction industries, it will help to address the problem of deterioration of project success in construction companies. Secondary, this study contributes greatly to the literature in times of the intensive literature reviewed on dimensions of organizational justice and the introduction of moderator (employee creativity) in the model of this study. Therefore, the general objective of this study is to examine the moderating role of employee creativity on the relationship between organizational justices on project success, the specific objectives are: to ascertain the relationships between distributive justice on project success, procedural justice on project success. Also to examine whether Employee creativity significantly moderate the relationships between distributive justice and project success, and procedural justice and project success, also interactional justice and project success.

The hypotheses of this study are presented were all formulated and presented in a null form as:

**H01:** Distributive justice has no significant effect on project success

**H02:** Procedural justice has no significant effect on project success

**H03:** Interactional justice has no significant effect on project success

- H04:** Employee Creativity does not significantly moderate the relationship between distributive justices on project success
- H05:** Employee Creativity does not significantly moderate the relationship between procedural justices on project success
- H06:** Employee Creativity does not significantly moderate the relationship between interactional justices on project success

## **Literature Review**

### **Conceptual framework**

#### **1. Project Success**

The concept of project success is viewed by scholars in different ways, according to the study of Velichety, Ram and Bockstedt (2019) a project is conceptualized as a discrete, condensed endeavor that must be completed within the confines of a defined budget, timetable as well as scope. The main project success elements in a corporation at the time when cost, time, and quality is needed. Moreover, how successfully the construction processes for the projects attained their intended goals may be used to measure project management success as stated by Khan, Malik and Saleem, (2020). If a project's cost, timing, and quality meet the predetermined requirements, the project manager will deem it successful (Rasool, Wang, Zhang & Samma, 2020). However, the project can be considered a failure if it doesn't meet the client's expectations (Rasool, Samma, Wang, Zhao & Zhang, 2019). Success in project management, according to this author, essentially entails carrying out the necessary tasks, while keeping the organization's budget, schedule, and project quality in mind respectively.

#### **2. Perceived Organizational Justice**

The culture of an organization, the behavior of its members and perception of justice in the organization greatly influenced project success (Ouyang et al., 2015). Organizational justice has been conceptualized in various manners and ways by researchers. For instance, organizational justice, according to Khan, Idris and Amin, (2021) is a subjective perception employees have about the degree of fairness with which management handles employee in an organisation. The perception of members of an organization, as to whether or not they are being treated fairly is justice within the organization, according to Suifan (2019). Furthermore in the study of Moorman (1991), Tyler and Bies (1990) who have subdivided organizational justice construct into three viz distributive justice, procedural justice and interactional justice. Thus in this study three dimension of

perceived organizational justice are examined as adopted from the study of Benson and Martin (2017).

One of the key dimensions of organisational justice concepts in this study is distributive justice, which refers to the extent in which managers in organizations may divide benefits like promotions, resources, knowledge, time and money among project participants. The main foundation of this variable is from Equity Theory, propounded by Adams (1965). It has to do with how people feel that the results they get are fair. Pignata, Winefield, Provis and Boyd (2016) defined distributive justice as the fairness connected to the choice linked to the distribution of resources within the business. As a result, distributive justice emphasizes the distribution of money and/or non-financial resources, such as awarding a bonus to a worker who meets performance targets. The resources that are distributed may be physical, or financial (such as a wage), or intangible, or non-financial (such as praise). Employers may be able to limit or even get rid of the problem of unequal or unjust resource distribution if they emphasize the rule of equality and allocation based on need, as recommended by Tziner, Fein, Kim, Vasiliu and Shkoler (2020).

Procedural justice, which in this study refers to employees' perceptions of the fairness of management rules and procedures that govern the processes leading to a decision, is another crucial independent variable of the dimension of perceived organizational justice (Colquitt, 2001). The actions performed by management in order to arrive at a just choice are the main emphasis of the process. To improve employees' view of procedural fairness, procedural concerns which includes equitable employment possibilities in manpower planning, a fair system of disciplinary action and reward, and the reliability of the decision-making authority are critical (Tziner, Fein, Kim, Vasiliu & Shkoler, 2020). Employee will be happier and more likely to have a favorable opinion toward management's decisions if the managerial processes methods and procedures are seen as fair (Yean & Yusof, 2016). This, in turn, can indirectly result in reduced levels of conflict between employees and employer. People's commitment to and contentment with the organization might drop when they believe that the decision-making process is not transparent and equitable. This can also have an impact on their performance and the ability of project management to achieve the project's goals.

Another important dimension of organizational justice is interactional justice, which refers to perceptions of organizational justice and is sometimes referred to as interpersonal justice since it incorporates emotions related to interpersonal

communication, interactional justice is another significant independent variable in this study (Colquitt, 2001). According to Benson and Martin, (2017) interactional justice refers to how well employees feel treated interpersonally when organizational processes are being implemented. Furthermore, since decision-makers' justifications have an impact on people's views of the fairness of their judgments, justice based on interaction should take these into account. Even if the end result of the decision is predicted to be unfavorable, a person may nevertheless feel that it was fair if sufficient justification was provided for them (Ivcevic & Hoffmann, 2017). Therefore, interactional justice is connected to how staff members are treated and how they interact with those in positions of power (Colquitt, 2001). This kind of justice, in the opinion of Colquitt, Zipay, Lynch and Outlaw (2018) can be improved by giving the required details on the managers' justifications for their judgments. So, this study looks at how three aspects of perceived organizational fairness affect project success.

### **3. Employee Creativity**

According to Cropley and Cropley (2017) employee creativity is the creation of original and helpful ideas or solutions to issues. For project leaders, it is much more difficult because project teams frequently need to use creativity and innovation to accomplish their duties. Individual team members provide innovative ideas; consequently a supportive atmosphere and leadership that fosters such idea generation are crucial (Dong et al., 2017). Inventing new methods for carrying out activities or discovering goods or services to better suit client wants are just a few examples of how creative employees come up with unique solutions, while dealing with the demands of the job (De Silva, Howells & Meyer, 2018). According to Jahanzeb, Fatima, Bouckenooghe and Bashir (2019) employee creativity is the most important indicator of an organization's ability to survive and compete in the global market. Since employee creativity is a personally motivated work behavior (Leone & Schiavone, 2019). It is expected that the employee's perception of organizational justice will play a role in the motivational process that influences employee creativity (Anderson, Potocnik & Zhou, 2014). It is debatable whether or not perceived organizational fairness influences workers' decisions to exhibit a given behavior such as creativity (Kerwin, Jordan, & Turner, 2015). According to past studies when workers believe they are not being treated fairly by their employer, their conscious duty to the business becomes seriously compromised and their performance and positive attitude toward work tend to decline. Several researchers (e.g., Darvishmotevali, Altinay & De Vita, 2018; Florida, 2014) looked at how organizational justice affected employees' innovative work behaviors.

However, these researches lacked a complete organizational justice paradigm. Additionally, the moderating impact of employee creativity on justice dimensions in the organization and project success has not before been examined. This study thus examines the moderating impact of creativity on perceptions of organizational justice and project success.

## **Empirical Review**

### **Relationship between Perceived Organizational Justice on Project success**

Past researches have conducted a number of studies on the relationship between perceived organizational justice on project success (Swalhi et al., 2017; Mahajan & Benson, 2013), Unterhitzberger & Bryde, 2019). The studies come out with the findings that organizational justice is a significant variable that can affect organizational success in the service sector. Furthermore, in the studies of Mahajan and Benson, (2013); Swalhi et al., (2017) discovered in their studies that among the dimensions of organizational justice only procedural justice that is a significant variable that can influence project success, but distributive and interactional justice are not significant dimensions of organisational justice. And again, in the studies of Khan, Malik and Saleem (2020); Gibbs, Jewkes, Willan, et al., (2019) had reported in their studies that Workplace violence in Bangladesh's garment industry, does not always affect project success and such it has been observed that there is an inconsistencies in the findings of these past studies as some of them reported a strong relationship, while others reported a weak relationship, it is on the bases of the above justification and suggestion of prior studies that employee creativity serves as a moderator in this study. We contend that additional research and clarification are necessary in this study to fully understand the connections between the distributive, procedural, and interactional justice components on project success. Taking into account the aforementioned debate, the current study offers and empirically evaluates a theoretical model by looking at how perceived managerial fairness affects project performance with moderating impact of employee creativity.

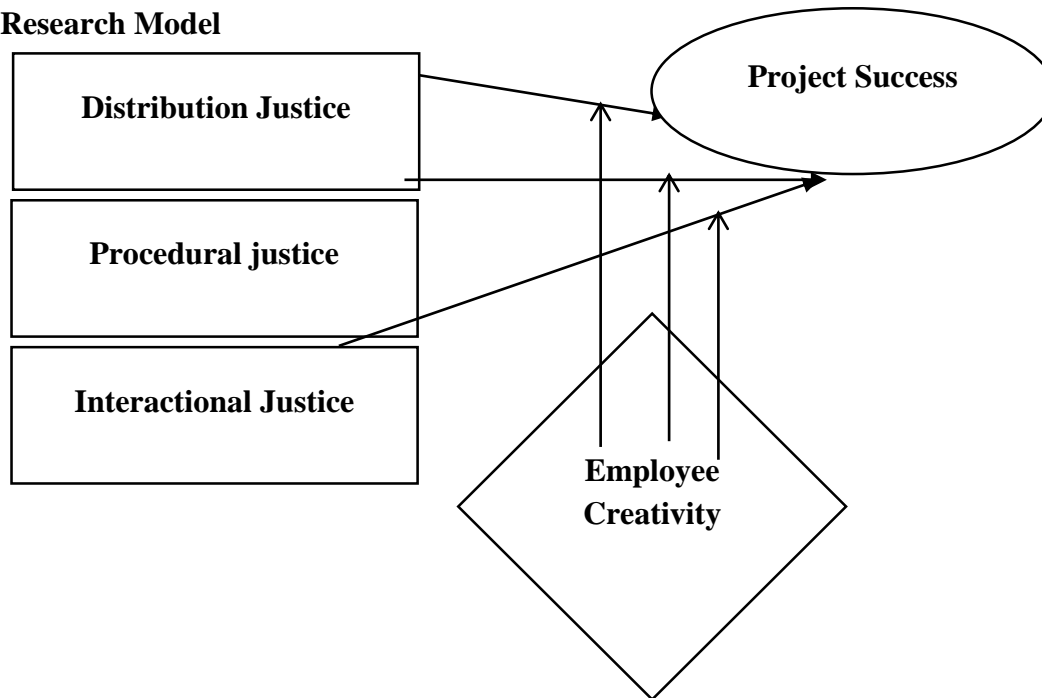
## **Theoretical Framework**

### **Supporting Theory**

The theory that supported this study is the equity theory by Adams (1965) also provided support for this investigation. John Stacey Adams created this theory in 1963. According to equity theory, employee calculates the ratio of inputs (i.e., contributions) to outputs (i.e., results) that have been obtained from the organization (Adams, 1965). Inputs are the employee's (e.g., training, performance,

work experience), whereas outputs are the incentives that workers receive in return for their contributions to the organization (e.g., pay, promotions, and career development chances). Employees are likely to compare the ratio of their contributions and reward for their contributions with that of their co-worker to see if they are rewarded fairly in relation to other employee. So, if the employee of Construction Company perceived that the resources are not fairly distributed by the management, their contribution toward the company will reduce and this will affect the success of construction sector. On the other hand, if the employee perceived that they are been treated well, their contribution will be positive and this will improve project success respectively.

### **Research Model**



On this framework, it shows the relationship between the predictor variable and the criterion variable, and such in the context of this study, the organizational justice dimensions: distributive justice, procedural justice and interactional justice are the independents variables while, project success is the dependent variable, and employee Creativity performed the moderation role respectively.



## **Methodology**

This study uses a survey research design, the choice of this design was on the basis that it is less expensive, because only the sample population that may be contacted not the entire population. Moreover, on the basis of time limit cross-sectional method was used in which data was collected just once for the study and then statistically analyzed and interpreted. This was achieved through the use of face to face medium to administer the questionnaire, unit of analysis (respondent) in this study include all employees of Taraba State Construction and Maintenance Agency (TARCMA), as listed in Taraba State Ministry of Work. The sample size for a population of 1900 is 320, as reported in the work of Krejcie and Morgan's sample size table (Krejcie & Morgan, 1970). In order to address various problems that the survey designs may run into, such as the mutilation of some questionnaire or the non-return of some of them that is (attrition of questionnaire). Therefore, as recommended by Israel (2013), arrangements must be made for attrition of questionnaire as advised by the researcher 10-30 percent should be added. As a result, the sample size is increased by 10% to take care of possible reduction. Thus, 10 % ( 320) is 32, therefore, 32 plus 320 equals to 352 sample size. The questionnaires were analyzed using partial least square structural equation modeling (PLS-SEM 4), the reason behind the choice of this tool is that it creates interaction term and run moderator analysis without any problem, secondary it allows the researcher to do advanced bootstrapping, blindfolding, it also allows for the assessment of validity (convergent and discriminant) and reliability as well as AVE and loading and weight simultaneously.

## **Variables' Measurement**

Project success variable consist of twelve (12) items scale based on the work of Aga et al. (2016), organizational justice has been evaluated using an instrument established by Price and Mueller (1986), and employee creativity was measured using a 13-item scale developed by Zhou and George (2001). The questionnaires were modified, at first they were sent out to an expert in the area for modification so as to suit the unit (respondents) in this study, moreover, each item in the research was graded on a five-point Likert scale, ranging from strongly disagree (1) to strongly agree (5). The research's instrument's validity was initially tested in a pilot study using 30 sub-samples to establish the validity and reliability of the instrument.

**Table 1**  
*Questionnaire Distribution and Response Rate*

<b>Questionnaire Details</b>	<b>Frequency</b>	<b>Percent</b>
Questionnaire Distributed	352	100
Returned Questionnaire	344	97
Unreturned Questionnaire	8	2
Copies of questionnaire deleted	5	1
Questionnaire Usable	339	96

**Source:** Research Work (2023)

The questionnaire distributed were 352, out of these total copies of questionnaire distributed, 344 copies of the questionnaire were returned by respondents, and this constituted 97% of the distributed questionnaire. 8 copies of the questionnaire given out to respondents were not returned, and they constituted 2 of the total number of copies of questionnaire given to respondents. Outliers were detected using Mahalanobis distance ( $D^2$ ), 5 copies of questionnaire were detected from the data set. As a result of the deletion of the 5 copies of questionnaire, only 339 copies of questionnaire were deemed to be usable for analyses, and this constituted 96 percent of the distributed copies of questionnaire to respondents respectively.

#### **Measurement Model Evaluation (Outer Model)**

Smart PLS4 Algorithm was used in the present research for assessing the quality of measurement model. The variance inflated variables suggested by Kock (2015) were produced using a full collinearity test. The present study supported the recommendation made by Neter et al. (1996) that VIF values should be less than 10. The investigation in this study revealed VIF value levels ranging from 1.50 to 2.99, proving that common method CMV is not a serious hazard to the ongoing study.

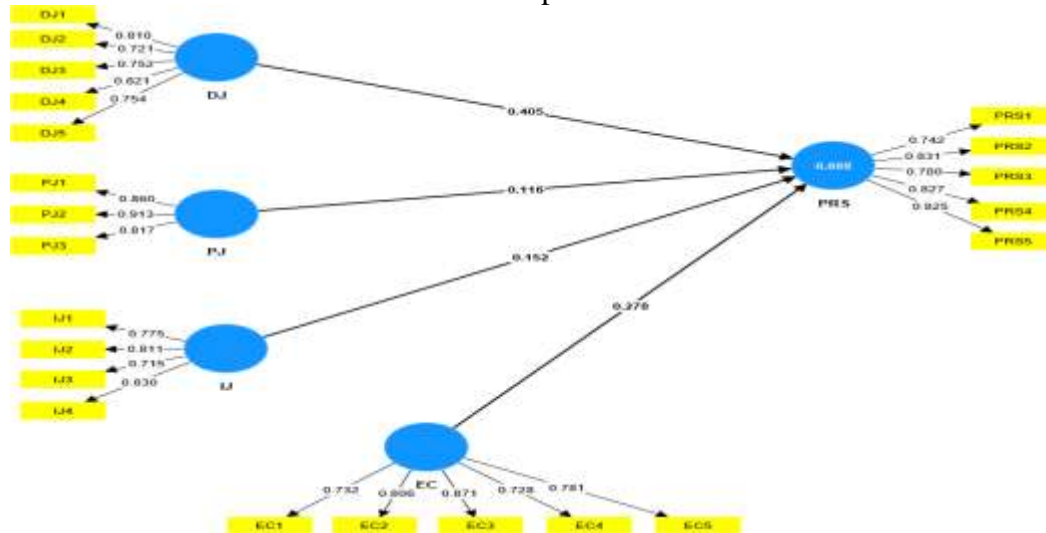
Accordance with the guidelines set out by Hair et al. (2017) in order to confirm the validity and reliability of the analysis. At the initial step, Factor Loadings, Cronbach's Alpha, Composite Reliability, and Average Variance Extracted were primarily utilized to apply for standard reliability and validity criteria to the measurement model, in order to assess its convergent validity and discriminant validity (Hair et al., 2019). The suggested value of 0.60 was consistently surpassed, as shown in Table 1 (Chin, Peterson & Brown, 2008). The estimated Cronbach's alpha and composite reliability indicator values that were higher than the suggested value of 0.7, as suggested by Hair et al., (2017) and Sekaran and Bougie (2016) all

point to 0.70 as the cutoff point for both measures, which was supported by the data from this investigation. According to Hair Jr, Hult, Ringle and Sarstedt (2014) total variation in average variance extracted also exceeded its suggested value of 0.5.

## Result and Discussion

**Figure 1**

Measurement model for direct relationship



**Table 1**  
*Validity, Reliability and AVE Result of the study*

<b>Constructs</b>	<b>Items</b>	<b>Outer loadings</b>	<b>VIF</b>	<b>CA</b>	<b>CR</b>	<b>AVE</b>
Distributive justice	DJ1	0.810	2.766	0.831	0.881	0.597
	DJ2	0.721				
	DJ3	0.752				
	DJ4	0.821				
	DJ5	0.754				
Employee creativity	EC1	0.732	2.997	0.844	0.889	0.617
	EC2	0.806				
	EC3	0.871				
	EC4	0.728				
	EC5	0.781				
Information justice	IJ1	0.775	2.311	0.792	0.864	0.615
	IJ2	0.811				
	IJ3	0.715				
	IJ4	0.830				
Procedural justice	PJ1	0.860	1.501	0.831	0.898	0.747
	PJ2	0.913				
	PJ3	0.817				
Project success	PRS1	0.742		0.860	0.900	0.643
	PRS2	0.831				
	PRS3	0.780				
	PRS4	0.827				
	PRS5	0.825				

**Source:** Smart PLS4

The Fornell-Lacker criteria, HTMT, and Cross loadings may all be used to assess discriminant validity. Henseler, Ringle and Sarstedt (2015) claimed that the Fornell and Larcker approach for validating discriminant validity is not very trustworthy therefore the scholar recommended HTMT for discriminant validity.

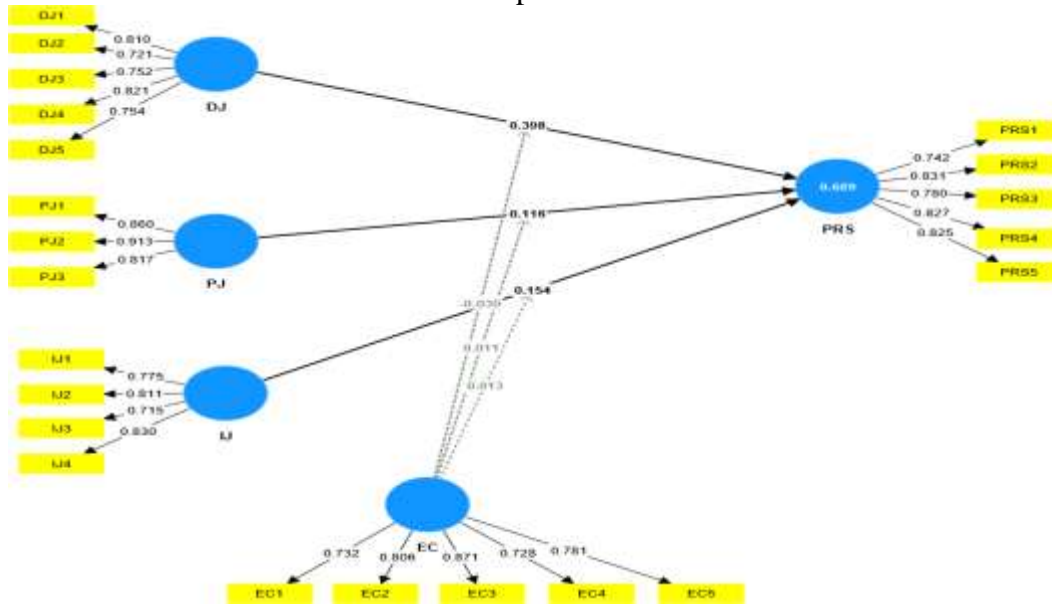
**Table 2**  
Heterotrait-Monotrait Ratio (HTMT) Ratio

Constructs	1 (DJ)	2 (EC)	3 (IJ)	4 (PJ)
Employee creativity	0.385			
Information justice	0.791	0.185		
Procedural justice	0.672	0.555	0.504	
Project success	0.609	0.467	0.201	0.634

Source: Smart PLS4

Henseler et al. (2015) proposed a threshold value of 0.90 for HTMT in order to identify a trustworthy criterion for the evaluation of validity in discrimination. If a value is greater than this threshold value, discriminant validity is lacking, as shown above all the values above are less than .90 that means discriminant validity has been met in this study.

**Figure 1**  
Structural model for indirect relationship



**Table 3**  
*Hypotheses for direct and moderating relationship (inner model)*

Hypotheses/relationship	Original sample	Standard error	T statistics	P values	Hypotheses verdicts
<i>Direct effect</i>					
<b>H01:</b> DJ -> PRS	0.405	0.054	7.479	0.000	Rejected
<b>H02:</b> IJ -> PRS	0.152	0.049	3.079	0.002	Rejected
<b>H03:</b> PJ -> PRS	0.116	0.046	2.499	0.012	Rejected
<i>Moderation effect</i>					
<b>H04:</b> EC x DJ -> PRS	-0.030	0.049	2.615	0.039	Rejected
<b>H05:</b> EC x IJ -> PRS	0.013	0.043	3.309	0.007	Rejected
<b>H06:</b> EC x PJ -> PRS	0.011	0.042	0.255	0.799	Accepted

**Source:** PLS Version 4

The significance of path coefficients was evaluated using a bootstrapping approach with 5,000 re-samples. The findings on the direct relationship indicate that distributive justice positively and significantly improves project performance, with a t value= 7.479 and a p value of 0.000; thus, the null H01 is not supported. The result in hypothesis two with a t value of 3.079 and a p value of 0.002, it can be said that interactional justice has a substantial positive impact on project success, so we reject the null hypothesis. Additionally, with a t-count of 2.499 and a p-value of 0.012, it was discovered that procedural justice significantly improved project success; null hypothesis therefore was equally rejected.

These result on the direct relationship between perceived organizational justices as a multifaceted variable on project success has proven that all the dimensions of organizational justices may significantly affect project success positively among the employee of construction sector as indicated in this respectively.

Additionally, the study evaluated the moderating impact of employee creativity on distribution justice and project performance, and the t value of 2.615, and p-value of 0.039 we failed to accept the null hypothesis, that means there is significant evidence to reject the null hypotheses stated, thus, the alternative hypothesis is accepted which means there is relationship. In the second moderation hypothesis,

the t count is 3.309 and the p value of 0.007, this result indicates that,  $H_{05}$  is rejected as employee creativity moderates the association between interactional justice and project success. However in hypothesis 6 in moderation the t value of 0.255 and the p value of 0.799, indicates that the p value is more than 5%, therefore, the null hypothesis is accepted meaning that employee creativity does not significantly moderate the relationship between organisational justices on project success respectively.

From the result presented on both direct and on the moderation it shows that, this model is a good model because most of the hypotheses are significant. By implication it means in an organization like the construction company when employee perceived that the management of the organization is fair to them in times of sharing the organisation's resources, it will motivate them to put in their best for the progress and success of the construction company, because they perceived that the organization treat them equitably.

Furthermore, the ( $R^2$ ) value of (0.689) moderately explains that perceived organizational justice dimensions (distributive, procedural and interactional justice) predict 68.9% of variation in project success. According to Hair Jr et al. (2014),  $R^2$  values of .75, .50, and .26 are regarded as substantial, moderate, and weak, respectively. In addition, the study analyzed the individual effect sizes ( $f^2$ ) of the model. Effect size of .35, .15, and 0.02, shows that the  $f^2$  value is large, medium and small effect influence as stated by Cohen (1988). The association between perceived organizational justice dimensions and project performance, according to the study's findings, has an impact size of (0.190, 0.082, 0.032 and 0.029) for a direct relationship and (0.001, 0.000, & 0.211) for a moderating relationship. In addition to that a blindfolding strategy is used to assess the predictive relevance ( $Q^2$ ), which quantifies the quality of the endogenous latent components in the path model (Chin et al., 2008). Predictive relevance values more than zero ( $Q^2 > 0$ ) show the model is predictively relevant, whereas values lower than zero ( $Q^2 < 0$ ) indicate the model is not predictively relevant. According to the study's  $Q^2$  value, of our endogenous variables have acceptable predictive relevance values of (0.434) for direct and (0.433) for moderation relationship.

### **Discussion of Findings**

This work examined the effect of perceived organizational justice dimensions on project success with particular reference to construction industries in Taraba State. The study found that distribution justice has a significant and positive effect on

project success. This finding agrees with the findings of prior studies, example Wilson, (2010), Serrador & Turner (2014). That distribution justice improves the project success in an organization. The study also found that interactional justice has a significant and positive effect on project success. This finding, tallies with the findings of Ouyang, Sang, Li and Peng (2015), Kerwin, Jordan and Turner (2015) that significant relationship exists between interactional justice and project success. The results further showed that procedural justice has a significant positive effect on project success. This agrees with the findings of Folger and Konovsky (1989). That procedural justice promotes project success. In the moderation relationship distributive justice and interactional justice effect on project success was significantly moderated by employee creativity. However, procedural justice's influence on project success was not moderated by employee creativity.

## **Implications of the Study**

### **Theoretical implications**

The study responses to demands made by (Cheung,2013; Basu, Pradhan & Tewari, 2017) who argued that the relationship between perceived organizational justice dimensions and project success has been expanding significantly, as the majority of studies to date have not determined the strength and direction of a causal link. As a result, this study adds to the body of literature by proposing an integrated regulated interactive variable to deepen comprehension of the relationship by taking into account employee creativity (Davis, 2018). Additionally, the study found a significant moderating effect, which supports other theories that have been advanced regarding the importance of different social and contextual factors in igniting the motivation process and achieving a desired goal and alternative status in relation to employees. These theories are anticipated to have an impact on the project success of the construction company in line with equity theory. This study has expanded the concept of organizational justice, project success and employee creativity as various relevant and extant literatures were thoroughly reviewed, the study contributes to the body of knowledge greatly.

### **Managerial implications**

To improve employee performance inside an organization most especially in the construction company, which will eventually result in project success, management at the construction firm must understand what the workers are requesting which is fairness. Reduced employee mistreatment and increased employee happiness are the two main goals that the management of the construction organization is working toward. The equity idea states that perceived organizational fairness results in



project success (Gu, Jitpaiboon, & Smith, 2019). According to the findings of Almarri, et al., (2017), employee perception of perceived organizational fairness has a stronger impact on the project success of a construction company. In order to motivate employees to contribute to the project's success, management of the construction company should concentrate on treating its employees well and fairly. Furthermore, positive relationships with customers enhance a company's reputation (Carvalho & Berssaneti, 2015). Thus, putting the findings of this study into practice it will improve the success of the construction sector in Taraba State.

### **Conclusion and Recommendation**

Perceived organizational justice dimensions from the results of the study was discovered to have a positive and significant effect on project success of the construction company. This implies that organizational justice is a sig. variable that may influence project success as stated above. Whereas, employee creativity did not significantly moderate the relationship between procedural justice and project success thus, it was recommended that management and stakeholder of construction companies should ensure that procedures adopted by the management of the construct company in sharing organizational resources should be free and fair plain to all the employee of the organisation most especially construction company staff.

It was recommended from the above findings that stakeholders of the construction sector may ensure that, distributive justice, procedural justice and interactional justice are properly implemented in an organization which will motivate the employee to be committed and in turn their performance will boost up and it will lead to the success of the construction company.

### **Suggestion for future study**

This research was only conducted at a limited research location, Taraba Road Construction and Maintenance Agency (TARCMA), so the results of this study may not necessarily be generalized to construction company in other areas, so for those who wish to use the findings of this study, it is necessary to review literature and conduct another study in other part of the country for generalizing the results of the study, because it is not necessarily the same research results if carried out on different research respondents. The study was cross sectional in nature, Subsequent study may employ longitudinal research design which may be used in place of cross sectional research design in subsequent studies.

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