ORGANISATIONAL JUSTICE, ETHICAL LEADERSHIP AND NURSE QUALITY OF WORK-LIFE (QWL) IN PUBLIC HEALTHCARE FACILITY IN LAGOS STATE

By

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Abstract

As a significant predictor of the quality of work-life, organisational justice describes the degree to which a corporate organisation keeps to norms showcasing fairness and due diligence in its decision-making process. This study explores the relationship between organisational justice and nurses' quality of work-life and investigates the mediating role of ethical leadership between organisational justice and quality of work-life among nurses in public healthcare facilities. The study investigates four dimensions (distributive, procedural, interactional and informational justice) of organisational justice on ethical leadership behaviour. The study used a cross-sectional design to administer the research instrument to the participants. It surveyed 297 nurses from the Federal Medical Centre (FMC) on a simple random basis. The study utilised both simple linear and multiple regression analysis to investigate the data from the nurses. Also, it used PROCESS Macro Hayes to analyse the mediating impact of ethical leadership between organisational justice and quality of work-life. The findings of the study discovered that procedural justice, distributive justice and interactional justice are related to ethical leadership in the public healthcare facility. The outcome of the study indicated a combined relationship between the dimensions of organisational justice in relationship with quality of work-life of nurses. It also demonstrated a direct and full mediating impact of ethical leadership between the constructs of organisational justice and quality of worklife. The study concluded that the perception of organisational justice by the healthcare workforce is the beginning of improved work performance and better quality of work-life in public healthcare organisations.

Keywords: Organisational Justice, Ethical Leadership, Quality of Worklife, Healthcare Facilities

1. Introduction

Quality of work-life and justice has been a Siamese twin triggered a major concern in the history of mankind. Empirical evidence illustrates that there is global interest in both quality of work-life and organisational justice among all kinds of business organisations, and various occupational affiliations as well as professions (Jnaneswar & Ranjit, 2020). Justice from popular dictum they say brings peace to society. Therefore, every personnel desire justice in an organisation to exhibit equity and fairness which provoke robust productive work behaiour and improve the quality of work-life among the workforce. This is the reason Rai (2015) affirmed that organisational justice and quality of worklife improve values and virtues in every organisation. In the same vein, the leadership pattern of management of an organisation determines the quality of work-life of its workforce. In other words, how ethical the leadership of an organisation goes a long way in entrenching its employee satisfaction across all

dimensions of employee work domain (Waribo, Akintayo, Osibanjo, Imhonopi, Ibidunni & Fadeyi, 2020). The point is, does ethical leadership project positive organisational justice and enhance employee quality of work-life? To put this research in perspective, the study will clearly state how organisational justice is associated with ethical leadership and quality of work. It will offer, from extant literature, the theoretical posture on organisational justice, ethical leadership and quality of work-life.

Therefore, the concept of organisational justice is described as a social and economic interchange among employees and their organisations (Ravina-Ripoll, Díaz-García, Ahumada-Tello, & Galván-Vela, 2024). The concept of organisational justice describes the value of social interactions in an organisation. The organisational justice concept explains employees' viewpoints regarding justice, fairness and equity in job-connected issues in the work ecosystem. In that, it has to do with rules and regulations enacted to distribute or make informed decisions on the allocation of tasks, roles, benefits, opportunities, values, punishment, and positions among the workforce that constitute the foundation of these rules and regulations (Moltot-Ayalew, 2024). In recent times, study in the organisational justice area suggests that justice has four distinct dimensions. It has four categories, divided into four distinct layers: distributive justice, fairness of outcomes, which is concerned with making decisions regarding compensation and pay, promotion, benefits and rewards, power and prestige in organisation among others (Colquitt, 2001); procedural justice focuses on the fairness and equity in the utilisation of procedures, processes and methods in making the decisions affecting employees (Gojny-Zbierowska, 2024); interactional justice illustrates the perception of attitudes like dignity and respect, polite nature; and last dimension is informational justice emphasizes on a relevant, significant, and detailed understanding of the application of procedures and distributions of outcome in quick succession (Triwinanti & Sary, 2024). Informational justice focuses on the exact, correct and fully provided nature of the information received in the social organisation (Cao, et al., 2020).

Organisational justice, in recent years, has become a vital model for understanding work behaviour. The moment employees nurture the attitude of fair treatment, such individuals tend to demonstrate a greater degree of job performance and productive work behaviour that will increase organisational values (Colquitt, Conlon, Wesson, Porter & Ng, 2001). Organisational justice enables individuals to engage in less conflict and counterproductive work behaviour (Unterhitzenberger & Moeller, 2021). Given the prevalence of this discourse, justice becomes significant to motivation, it forecasts the direction and vigour of relevant work behaviours (Khaola & Musiiwa, 2021). Martin, Leslie, and Graham (2023) argued that when individuals note that their interests are being protected and there is an element of justice in the distribution of resources across their peers in the organisation, their quality of work-life would be enhanced. Thus, quality of work life and organisational justice is increasingly becoming progressive indicators of functioning and sustainability of organisations, and it has turned into one of the dominant and germane issues in organisational development, and human resources in today's business ecosystem (Hosseini-Dronkolaei & Golamniya-Fomani, 2024).

Quality of work life (QWL) is then described as the positive conditions surrounding the ecosystem of a workplace that promotes individual satisfaction, job security, growth opportunities, and rewards. Aside from this, Akinwale, Kuye and Akinwale (2024), in their recent study, argued that quality of work-life comprises of working conditions, pay, health hazards issues, financial and non-financial benefits, as well as behavioural interactions between management and the employees. Moreover, vital points of quality of work-life are organisational justice and employee satisfaction. Several variables play cogent roles in the quality of worklife (QWL), these include adequate and fair compensation packages, healthy work climate, and social integration in the organisation. Put together, these enable employees to function at their full capacities. In another paradigm, the quality of work-life can be

expressed by the perceived attitude of the employees towards their jobs, contemporary, and the organisation as a whole. Sudiro, Nugroho Adi, Fithriana, Fasieh and Soelton (2023) claimed that enhancing the quality of work-life of employee's functions as a core goal of advancing the effectiveness of the employees which by extension improve the condition of work and the efficient workforce integration with the organisation (Torlak & Göktepe, 2023). Employee's positive feelings regarding their organisation may likely provoke a chain reaction leading to the organisation's sustainability (Bhowmil, Bhattacharyya, & Sahoo, 2022).

However, as part of the broader quality of work-life and organisational justice revolutionary movement in an organisation, employees' quality of work-life (QWL) has been notably adhered to as an essential phase of organisational performance (Akinwale, Kuye, & Akinwale, 2023). According to Akinwale and George, (2023), the quality of work-life, among nurses and physicians contributes to other various significant outcomes for both healthcare employees and patients (greater satisfaction). Therefore, several studies have been put forward to establish the elements that play a vital role in workers' quality of worklife (Zaghini et al., 2023). Management and leadership style, more generally resonating with supervisors are recognised as key determinants of the nurse's quality of work-life (Binu-Raj, Subramani, & Jan, 2024). Meanwhile, recent study of Gollagari, Birega and Mishra (2024) have demonstrated that transformational leadership patterns were positively related to predictors of quality of work-life such as work satisfaction and employee dedication and justice. This study, however, become imperative, as most of public healthcare hospitals are mared with irregularities of sharp and unethical practices that affect the quality of worklife of the workforce and by extension negatively affect the public health outcomes. This is more reason this study chooses to investigate ethical leadership model of one of the government hospitals in Lagos State. In view of this discourse, this study seeks to explore the relationship between organisational justice, ethical leadership and employee quality of work-life among the nurses in public healthcare in Lagos State.

To investigate the influence of organisational justice on the employee quality of work-life and explore if the ethical leadership dimension can mediate the quality of work-life of employees in public healthcare sector among nurses in Lagos State. The following objectives are imperative:

i. *To investigate the effect of distributive justice on ethical leadership.*
ii. *To examine the impact of procedural justice on ethical leadership.*
iii. *To appraise the effect of interaction justice on ethical leadership.*
iv. *To investigate the impact of distributive, procedural and interactional justice on the quality of work-life.*
v. *To determine the mediating impact of ethical leadership on the quality of work-life*

Given the research background and research objectives, the study seeks to hypothesize the following postulations in line with the research objectives:

i. *Ho: Distributive justice has no significant influence on ethical leadership behaviour among nurses in the public healthcare sector in Lagos State.*
ii. *Ho: Procedural justice does not have a significant impact on ethical leadership among nurses in the public healthcare sector in Lagos State.*
iii. *Ho: Interactional justice does not have effect on ethical leadership behaviour among nurses in the public healthcare sector in Lagos State*
iv. *Ho: Distributive, procedural and interactional justice do not have a collective impact on the nurses' quality of work-life in the public healthcare sector.*
v. *Ho: Ethical leadership behaviour does not mediate between organisational justice and quality of work-life among nurses in the public healthcare sector in Lagos State*

2. Literature Review

Recently, ethics, justice and quality of work-life (QWL) have been progressively acknowledged as advanced indicators associated with the roles and sustainability of organisations, and have become significant issues in human resource and organisational development since the early 1960s among nurses and physicians (Tziner & Persoff, 2024). Tran (2023) argued that advocates of the theory of quality of work-life are searching for new models to assist workers to make balance between their work and personal life domains. Quality of work-life agendas seek to tackle virtually every area of a worker's working life, some of these are human capital policies and strategies related (Alsharahh, 2023). The observed quality of worklife is always connected to the fulfilment of difficult psychological needs of employees to accomplish desired experience competence. Akinwale, Kuye and Akinwale (2024b) study on the background, history and value of quality of work-life suggested that to accomplish adequate quality of work-life, four categories of needs must be put into consideration: (i) work environment needs satisfaction; (ii) job requirement need satisfaction; (iii) supervisory interactions need satisfaction; and (iv) need satisfaction from ancillary programme (Li & Yeo, 2011). Employees observe the quality of work-life the moment their fundamental expectations from the work environment and job roles are fulfilled accordingly. In line with Abraham Maslow's hierarchy of needs model, these expectations can be classified into physiological needs (e.g. workplace infrastructures) to self-actualisation.

Consequently, organisational justice is an essential factor on how to fulfil these expectations and organisational needs. Study shows that justice perceptions are robustly associated with employees' attitudes and behaviour (Rastegar & Ruhanen, 2023). Also, the study establishes that distributive justice influences attitudes concerning particular actions (like satisfaction with pay, and being satisfied with an individual's performance appraisal. Procedural justice and interactional justice influence behaviour and attitudes regarding systems, such as organisational commitment, and trust among others (Moosavi, Ghalenoei, Maleki, & Kalhor, 2024). The key purpose of this present study is to examine the relationship between organisational justice, ethical leadership and quality of work-life (QWL) as long as proposing a roadmap to promote the quality of work-life of individuals at the workplace. In this current study, the researcher sought to examine the position of literature on perceived justice and quality of worklife and identify the theories that resonate with these constructs in the next section of this discourse.

2.1 Theoretical Review

2.1.1. Social Exchange Theory

Social exchange theory appears to be one of the dominant theories grounded on conceptual viewpoints in management, sociology, organisational development and behaviour, and social psychology. It is an influential and persuasive means of explaining interpersonal behavioural interactions. Social behaviour most times involves social exchanges, an avenue where individuals are driven to obtain some values, benefits and rewards for which they are required to offer something of value in return. Individuals demand gains, values and considerations like rewards and benefits that must be higher than the costs of what he/she is investing in a relationship. This is what Homans (1950) proposed as analysing such relationships process as exchange following basic economic philosophies pertaining to costs and benefits. Homans (1950) was the major proponent of this theory and was further advanced by Blau (1964). The theory stipulates that individuals would enumerate the values, rewards and costs of associating in a relationship before embarking on such a journey. Social exchange theory argues that if the cost of interaction in a relationship is higher than its benefits and rewards, such a relationship is not worthy to be considered (Zhang & Liu, 2024).

Social exchange theory further holds that following the principle of reciprocity, people give back whether (or not) positive for the values/rewards and hurt they obtain (Blau, 1987). This theory illustrates the willingness actions of people who are inclined by the give-and-take process of expectations to bring and naturally bring from others (Fan, Li, Mao, & Lu, 2021). Previous studies have positioned the instrumentality of social exchange to grasp the knowledge of dyadic interactions for the reciprocity of resource exchange behaviours (Yin, 2018). The philosophy of give and take has the potential ability that beneficial behaviour by an individual may provoke a similar reaction by another individual in a two-sided or mutual relationship (Chaudhry, 2024). It is hardly possible to reciprocate a benefit and equate it directly with the same worth of the reciprocated gesture (DeConnick, 2010). The model of fairness in exchange relationships brings about the justice assessment into social exchange theory. Therefore, this theory connects with the variables understudy fairness and justice, organisational justice and succinctly resonate with quality of worklife expectation of employees. It is noteworthy to establish that this theory of social exchange relationship resonates with this study appropriately as it connects with organisational justice and the quality of work-life of employees. The two concepts emphasise individual level and organisation. Justice perception is formed in organisations based on social exchange interactions, and an understanding of the multifocal justice climate (Frenken & Bednell, 2016).

2.1.2. Equity Theory

The notion of organisational justice comes from equity theory in the business ecosystem, with an argument that judgement of equity and inequity are obtained from making comparisons between an individual and others based on input and output relationship (Khuzwayo, Flotman & Mitonga-Monga, 2023). The theory of equity always ensures that employees receive opportunities fairly according to their needs (Greenberg, 1990). In other words, the theory stipulates that an individual seeks to justify equity measure by comparing what s/he inputs into the business organisation against its outcomes (Blakely, Andrews & Moorman, 2005). Thus, equity theory is driven by motivation that informs individual motivation at the workplace premised on their perception of fairness. The major variables of equity theory are input, output and the level of comparison. Input describes the level of effort that employees bring into the organisation such as skills ability, competence, and qualifications. Output explains the benefits and rewards (such as pay, and promotion) obtained as a result of input that an individual injects into the organisation (Yean, 2016). The degree of comparison is the individual perception level of input and output in the organisation as against other colleagues. The moment employees observe that their worth of ratio to output is not equitable with their co-workers, they become demotivated and demoralised, and dissatisfaction will set in on the job. This will by extension affect the quality of work-life of the employee. In furtherance of this theory, equity theory resonates with this study as organisational justice elements and quality of worklife conceptualised in the study – procedural, distributive and informational justice must appear to be fair among the workforce. The assignment and allocation of resources must also be done in equality and fairness according to their inputs.

3. Research Design

This study utilised a quantitative cross-sectional research design to survey the participants of this study. The justification for using this is that it helps to survey the respondents at one point in time as against longitudinal design. Another rationale for using a cross-sectional design is that it will prevent the prejudiced nature of the researcher who is conducting the study (Saunders, Lewis, Thornhill (2019). Also helps to determine the prevalence of the phenomena under investigation. This will foster an opportunity to examine

the impact of organisational justice, and ethical leadership on the quality of work-life of employees in the chosen organisational without any iota of bias nature (Levin, 2006).

3.1. Data Analysis Technique

The data analytical strategy appropriate for the study is both simple linear and multiple regression analysis, and macro Hayes Process for the mediating role, to evaluate the obtained data collected from the respondents. The reason for choosing this strategy is that it helps to investigate the relationship that exists between two or more variables and offers direction for prediction (Schmidt & Finan, 2018). One major justification for using regression analysis is that this study seeks to determine the effect and relationship between dimensions of organisational justice, ethical leadership and quality of work-life, and it is suitable for analysis of such impact among the variables of interest to this study.

3.3 Research Participants

The organisation involved in this study as highlighted in the introduction are nurses in the public healthcare sector in Lagos State. In the public healthcare sector (Federal Medical Center, FMC), Ebute Meta has over 2,500 nurses on its payroll both female and male, with over 500 managers in the organisation (Shekoni *et al.*, 2024). The age of the workforce varies from 25 years to 50 years in the organisation. The nurses in the government healthcare sector in Lagos State include both supervisors and subordinates, male and female with a minimum of 5 years' experience in the same organisation. The justification for restricting the experience to 5 years is that it will enable the study to obtain significant and relevant information with such a wealth of experience on the theme of interest.

3.4. Sample and Sampling Technique

The sampling technique used for this study was a simple random probability sampling strategy. The reason for doing this is the potency to prevent the biased nature of the researcher. It enables everyone to be a partaker in the study and assists in ensuring that every set of the population will be surveyed (Solem, Deledda, Tranell & Aune, 2023). To obtain the unprejudiced data, the study utilised a scientific approach to sample size determination following the formula of Yamane (1967). This fosters the ability to calculate sample size accurately and also ensures that the conclusion reached in the study after the analysis can be applied to the full population under investigation (Sharma, 2017). The formula is

$$n = \frac{N}{1 + N\,(e)^2}$$

Where N = Total population number = 3000
n = sample size
e = precision error term (5%)

$$n = \frac{3000}{1 + 3000\,(0.05)^2} = 3000/8.25 = 363 \text{ participants}$$

3.4 Materials and Procedures

This study adapted research scales to survey the respondents and obtain data that will be useful for the study outcome. There are six variables in this study and scales were modified to suit the purpose of the study.

Procedural Justice is measured by utilising seven items from a scale developed by Colquitt (2001). The processes have been consistently applied and validity and reliability were

confirmed. The response standardised scale ranges from strongly agree – 4 to strongly disagree 1. The reliability coefficient for procedural justice is 0.73

Distributive Justice is measured following the scale used by Kim, Price, Miller and Watson (1996) using a 6-item scale scored on 4 4-point Likert scale demonstrating the perceived degree of fairness. The scale has a proven reliability and validity Cronbach alpha of 0.71

Interpersonal Justice is measured by using 4 items from the scale developed by Colquit (2001). Participants were rated on 4 4-point Likert scale ranging from strongly agree -4 to strongly disagree. The reliability coefficient is 0.74.

Informational Justice is measured using four items from the scale developed by Colquitt (2001) on a four-point Likert scale. The reliability coefficient is 0.72

Ethical Leadership was measured by adapting the scale from Brown *et al.,* (2005) using 4 point Likert scale, and the reliability score is 0.71

Quality of worklife is measured from the adapted scale of Edwards, Van Laar, Easton, & Kinman, (2009). This scale has 6 dimensions, but 4 were appropriate - job and career satisfaction, working conditions, control at work, and the homework interface. It was measured on a point Likert scale with 7 items in total.

4. Data Analysis and Results

Table 1: Descriptive Analysis of Respondents' Demographic Profile

Characteristics	Status	Frequency	Percentage (%)
Gender	Male	162	54.5
	Female	135	45.5
	Total	**297**	**100**
Educational Qualification	/HND/BSC/BA	81	27.3
	Master Degree (MBA/MSc/MA/Med	108	36.4
	Professional Qualifications	54	18.2
	PhD Degree	54	18.2
	Total	**297**	**100**
Age Distribution (in Years)	20-30	65	21.9
	30-40	123	41.4
	40 years above	109	36.7
	Total	**297**	**100**
Work Experience	1-5 years	27	9.1
	5-10 years	81	27.3
	10 – 15 years	81	27.3
	15-20 years	108	36.4
	Total	**297**	**100**
Managerial Level	Manager	102	34.3
	Middle-Level Manager	107	36.0
	Senior Manager	73	24.6
	Executive Manager	15	5.1
	Total	**297**	**100**
Professional Length of Service in the Organisation	1-5 years	27	9.1
	5- 10 years	24	18.2
	10-15 years	81	27.3
	15-20 years	135	45.5
	Total	**297**	**100**

Table 1 indicates that two-hundred and nine-seven (297) nurses were offered valid information out of three hundred and sixty-three (363) participants surveyed regarding the justice, ethical leadership and quality of work-life at the Lagos State public healthcare facilities.

Hypothesis One

H_o: Ho: Distributive justice has no significant influence on ethical leadership behaviour among nurses in the public healthcare sector in Lagos State.

Table 2: Regression Analysis Result Distributive Jusitice and Ethical Leadership Behaviour among Nurses in Lagos State Public Health Sector

Variables	B	Beta	t-value	Sig.	R	R^2	F	P-value
Constant	33.049		29.612	.000				
Distributive Justice	.650	.519	10.426	.000	.519	.269	108.70	.000

a. *Predictors Variables: Distributive Justice*
b. Dependent Variable: Ethical leadership Behaviour

The result above on hypothesis one shows that distributive justice is significant to ethical leadership giving the P-value of 0.00% from anova table above. The model summary table shows R which is a correlational coefficient that portends the 51.9% strength of the relationship between distributive justice and ethical leadership. It indicates that a 51.9% association exist between distributive justice and ethical leadership among nurses in public healthcare facilities in Lagos State. It shows a moderate correlation occurred between the two observed variables. The R-square (R^2) measures 26.9% variability between distributive justice and ethical leadership. This means that 26.9% of the variation that occurred in ethical leadership behaviour is explained by distributive justice, and other remaining factors accounted for 73.1% lie outside distributive justice. While from the coefficient table indicates that 51.9% standard beta coefficient value which also measures the degree of relationship between distributive justice and ethical leadership occurred among the nurses in public healthcare facilities in Lagos State. It investigates the rate of relationship between the two variables, a beta coefficient value of 51.9% as a moderate value of the independent variable that is associated with the dependent variable of ethical leadership behaviour.

One important figure is anova which is the determinant value of significance and it is 0.00%, analysis of variance. It is the decision rule for the hypothesis. It offers the rejection or acceptance standard of the hypothesis given the metric established earlier. Thus, the decision rule for this regression model is to accept Ho when $P > 0.05$ or reject Ho when $P < 0.05$, and accept H_1 when $P < 0.05$ computed value from the anova table above. Thus, the hypothesis here is that distributive justice has significant influence on ethical leadership behaviour in the nurses in public healthcare facilities in Lagos State

Hypothesis Two

H_o: Procedural justice does not have a significant impact on ethical leadership among nurses in the public healthcare sector in Lagos State.

Table 3: Regression Analysis Result Procedural Jusitice and Ethical Leadership Behaviour among Nurses in Lagos State Public Health Sector

Variables	B	Beta	t-value	Sig.	R	R^2	F	P-value
Constant	40.41		20.188	.000				
Procedural Justice	.134	.122	2.112	.036	.122	.015	4.461	.000

a. Predictors Variables: Procedural Justice

b. Dependent Variable: Ethical leadership Behaviour

Table 3 illustrates R = 12.2% which shows that procedural justice among nurses in public healthcare facilities in Lagos State was related to ethical leadership but not too robust with the variables. It portends procedural justice was merely associated with ethical leadership. The strength of the relationship is poor at 12.2% yet there exists a relationship. Also, the the R-square (R^2) degree of variation indicates low variability which explains its co-variation of 1.5%. From the coefficient table, a standard beta coefficient value of 12.2% indicates the determination of the coefficient between procedural justice and ethical leadership behaviour. While at a P-value of 3.6% which is less than the 5% threshold of level of significance. The study rejects Ho and accepts H1 which states that procedural justice has a significant impact on ethical leadership among nurses in public healthcare facilities in Lagos State

Hypothesis Three

Ho: Ho: Interactional justice does not have effect on ethical leadership behaviour among nurses in the public healthcare sector in Lagos State

Table 4: Regression Analysis Result Interactional Justice and Ethical Leadership Behaviour among Nurses in the Lagos State Public Health Sector

Variables	B	Beta	t-value	Sig.	R	R^2	F	P-value
Constant	57.424		28.762	.000				
Distributive Justice	.729	.122	64.15	.000	.350	.122	41.151	.000

a. Predictors Variables: Interactional Justice

b. Dependent Variable: Ethical leadership Behaviour

Table 4 shows an analysis of interactional justice and ethical leadership behaviour. It offers R at 35% degree of association exists between interactional justice and ethical leadership behaviour. An R-square (R^2) of 11.9% indicates variability, meaning that 11.9% variation of what occurred in ethical leadership behaviour is accounted for in interactional justice at 11.9%, while the rest 88.1% of the variation is outside interactional justice. The standard beta coefficient indicates -35% level of determination and negative strength of relationship between interactional justice and ethical leadership behaviour. The decision rule From the anova table $P < 0.05$, at 0.00%, thus, the study accepts H1 as there is evidence to reject Ho and concludes that H_1: Interactional justice has an effect on ethical leadership behaviour among nurses in public healthcare facilities in Lagos State.

Hypothesis Four

Ho: Distributive, procedural and interactional justice do not have a collective impact on the nurses' quality of work-life in the public healthcare sector.

Table 5: Multiple Regression Analysis Result Distributive, Procedural, Informational and Interactional Justice and Quality of Work-life among Nurses in Lagos State Public Healthcare

Variables	B	Beta	t-value	Sig.	R	R^2	F	P-value
Constant	37.124		11.278	.000				
Distributive Justice	.480	.330	7.088	.000	.708	.501	73.196	.000
Procedural Justice	-.282	-.222	-5.171	.000				
Interactional Justice	.747	.309	6.846	.000				
Informational Justice	.578	-.696	-15.952	.000				

a. Predictors Variables: Distributive, Procedural and Interactional Justice
b. Dependent Variable: Quality of Work-life

Table 4. indicates multiple R, which indicates the collective relationship between four dimensions of organisational justice (procedural, distributive, interactional and informational justice) and ethical leadership behaviour. It shows that a 70.8% association exist from these multiple regressions, while R-square (R^2) = 0.501% shows that 50.1% variation occurred in ethical leadership is explained and determined by the multiple predictors and dimensions of organisational justice. Also, beta coefficient has an individual level of determination, procedural justice has -22.2% strength of relationship with ethical leadership, distributive justice has 33%; interactional justice has 30.9%; informational justice has -69.6% relationship with ethical leadership. This shows the mixed level of relationship by looking at it individually, yet there exists a significant association with the dependent variable of ethical leadership. As the significance value is less than 0.05 at 0.00, it, therefore, means that the variables are highly significant and show a good predictor of ethical leadership behaviour. Thus, the study concludes that H_1: Distributive, procedural, Informational and interactional justice have a collective impact on the employee quality of work-life

Hypothesis Five
H_o: Ethical leadership behaviour does not mediate between organisational justice and quality of work-life among nurses in the public healthcare sector in Lagos State

Table 6. Model Coefficient For Simple Mediation

Antecedents	Organisational Justice (X)			Ethical leadership (M)			Quality of Worklife (Y)		
	Coeff.	SE	P	Coeff.	SE	P	Coeff.	SE	P
Organisational Justice (X)	-.266	.534	.000	.0782	.0435	.0732	-.2947	.0348	.000
Ethical Leadership (M)	.1041	.346	.000	.6863	.0547	.000	.7967	.0463	.000
Quality of Worklife (Y)	-.234	.489	.000	.5370	.0348	.000			

Table 3.3.5	**95% Bias-Corrected Bootstrap**		
	Effect	P	CI
Total Effect	-.2324	.0000	-.3287 to -.1361
Direct Effect	-.2947	.0000	-.3631 to -.2262
Indirect (Mediating Effect)	.0623	.0000	.0052 to .1131

Bootstrap SE for the Indirect Effect = .0272

To establish if a mediation relationship occurs between organisational justice and quality of work, the model summary explains some vital value. This shows that the model is significant, showing that there is no main effects of ethical leadership between organisational justice and quality of work-life among the employees investigated at .0732 (7.32%) which is above 5% (P>0.05). There was no main effect of organisational justice (b = .0782, t = 1.7983, p = .0732) however, there is significant interaction which shows a mediation between the two observed variables, organisational justice and quality of work-life – organisational justice (b = .0348, t = -8.4716, p = .000), ethical leadership – (b = .0463, t = 17.199, p = .000). Given these

values it shows that there exist ethical leadership mediation between organisational justice and quality of work-life as (P <0.05). To look at if there exists a direct relationship between organisational justice and quality of work-life which accounts for 71.1% variance of quality of work-life. There is a significant direct effect (c' path: t(297) = -.2947, p =.000) as well as a significant indirect effect (ab path: t (297) = .0632, p =.000). Therefore, the null of 0 does not fall between the lower and upper limit of the 95% confidence interval as shown in table 3.3.5 for organisational justice (.0052, .1131). Thus, there is a statistically significant effect of the level of ethical leadership behaviour between organisational justice and quality of work-life among nurses in government public healthcare facilities.

5. Discussions of Findings

The study has discovered that employees appreciate justice across all cultures and hierarchies in the workplace. Justice has become a strategy that can promote peaceful co-existence in organisations. The study established that all dimensions of organisational justice were significant with ethical leadership behaviour and quality of work. Distributive justice, the perceived fairness of allocation of resources among the nurses in Lagos State public healthcare facilities has been discovered to be positively significant with ethical leadership behaviour. This shows that the leadership of Lagos State public healthcare facilities exhibit an ethical approach to the distribution of resources that will aid their job satisfaction and quality of work-life. When it comes to the allocation of opportunities among the workforce, the study discovered that fairness is the watchword of the management and leadership of Lagos State health system. However, this finding takes a similar position to the study of Whitman *et al*., (2012) whose discovery was on a meta-analytic investigation of 66 reviews on the theme of organisational justice ecosystem and organisational effectiveness. The outcome of their studies was that the distributive justice ecosystem was largely related to firm performance.

The second hypothesis of this study indicates a significant relationship between procedural justice and ethical leadership approach. It shows that procedural justice has a significant impact on ethical leadership among nurses in Lagos State public healthcare hospital. Although the relationship is weak, yet there exists a significant relationship between the two variables. The outcome illustrates that the notion of fairness in the processes revolving around disputes dissolution, and allocation of resources among nurses in Lagos State healthcare public hospitals were ethically and fairly distributed. The outcome shows that the leadership of Lagos State public healthcare facilities has procedural not just a practice but as a philosophy which enhances positive business change. This finding takes a symmetrical stance with the study of Tzinera, Felab and Vasilis (2015) whose study examined the antecedents of organisational justice and ethical leadership agenda, along the path of leader-member exchange trajectory. The outcome of their study illustrates that three dimensions of organisational justice (procedural justice, distributive justice and interactional justice) were associated with the leader-member exchange, and ethical climates were interrelated.

The third finding of the study shows that interactional justice has an effect on ethical leadership behaviour of nurses in Lagos State public healthcare hospitals. The study demonstrates that interactional justice is entrenched when management and leadership of Lagos State public healthcare hospitals treat employees with dignity and respect and are sensitive to explaining and expressing the justification for making a certain decision in the workforce. Interactional justice is an offshoot of procedural justice and refined into interpersonal justice. The outcome shows that interactions and relationships among the nurses are desirable within the healthcare workforce. The quality of interactional and interpersonal connection employees receive shows that the leadership of Lagos State public healthcare facilities are ethically upheld. This finding is similar to the research of Charoensap, Virakul, Senasu and Ayman (2018) whose study was conducted on ethical leadership and interactional justice. Their study

examined the direct impact of ethical leadership on three employee work attitudes – affective organisational commitment, affective commitment to supervisor and job satisfaction, and the second aspect exploring the mediating impacts of two latent constructs of interactional justice – interpersonal justice and informational justice, on the influence of ethical leadership and employee work attitudes.

The fourth finding of this study demonstrates that distributive, procedural, informational and interactional justice have a collective impact on the nurses' quality of work-life. The collective association of all the dimensions of organisational justice altogether indicates a significant relationship with the quality of worklife among nurses in government public healthcare facilities in Lagos State. The outcome portends that organisational justice in government public healthcare facilities in the State showcases how determined behaviour affects the attitude of the healthcare and workforce resulting behaviour. The study establishes the fairness associated with outcomes, procedures, and interpersonal relationships in public healthcare hospitals in Lagos State as highly upheld, and this enhances the quality of work-life of the nurses. It shows that Lagos State public healthcare hospitals has fair workplace outcomes and decisions. This outcome finds the same position with the study of Colquitt *et al*., (2001) who carried out a study using a meta-analytic review of 183 justice research conducted over 25 years. The findings of their study discovered that four dimensions of organisational justice – distributive, procedural, interpersonal and informational justice were all associated with each other and promote cumulative variance in most of the firms' outcomes like organisational commitment, authority evaluation, employee satisfaction, and organisational citizenship behaviour (OCB).

The last finding of this study illustrates that ethical leadership behaviour mediates between organisational justice and quality of work-life. The study gives a direction that the ethical leadership of senior medical officers in Lagos State public health is geared towards respect for moral beliefs and values for the rights of others which intervenes between organisational justice and quality of work-life. From the study, ethical leadership concerns demonstrate robust moral philosophies that address negative behaviours of the leadership in Lagos State public healthcare hospitals. This finding is supported by the study of Asmaryadi, Pasinringi, Musi, Sidin and Irwandy (2019) whose study mediates the impact of the ethical climate on the relationship between organisational justice and job satisfaction. The outcome of their study indicated that ethical climate essentially contributes to mediating the impact of organisational justice towards job satisfaction.

6. Conclusion and Recommendations

This study has shown a nostalgic outcome on the investigation of organisational justice, ethical leadership influence and its drive on quality of work-life in Lagos State public healthcare facilities. The outcome has demonstrated that the management and leadership of the public healthcare facilities are ethically proven, and they upheld justice crusade into the policies of the public health sector. This in turn transforms the satisfaction as well as quality of worklife of the nurses in the healthcare facilities. It is not a surprise that Lagos State public healthcare facilities is taking the lead among public healthcare sector Nigeria. This may be connected to the organisational justice drive enabled by the management which improves the quality of work-life of the entire healthcare workforce. This study concluded that the perception of organisational justice by healthcare workforce is the beginning of improved work performance, and better quality of worklife in all organisations today. Also, it is noteworthy to clearly state that fair distribution of opportunities, resources, and rewards, and fair procedures and policies provoke enhanced quality of worklife. This is to declare that individuals with better quality of worklife make fair decisions in workplace. To this end, this study makes the following recommendations:

i. Government and management of public healthcare facilities should always maintain justice in the work ecosystem. This will improve the well-being of the workforce and the organisational performance at large.
ii. The management of public healthcare system should gear up in its exchange relationship towards the workforce. The relationship between the workforce and the management of the organisation is an exchange, and so it must be cordial and reciprocity.
iii. The management of public healthcare system should endeavour to improve on its procedural justice approach. From the findings of this present study, procedural justice reported a very low connection with ethical leadership, though significant, yet there appears to be an abysmally low relationship. Therefore, management must ensure increased fairness in the processes that revolve around disputes and resource allocation in Lagos State public healthcare hospitals. The administration of justice and its legal proceedings must be strengthened not only among the nurses but the entire workforce to promote sustainable quality of work-life, and work engagement.

7. Implication for Practice

By implication, this study demonstrated a powerful paradigm shift in public healthcare facilities. It has shown that justice prevails in the distribution of resources and interactions among the healthcare workforce in Lagos State. The implication of this is that both the State government and the Federal governments should take advantage of promoting organisational justice in the workplace to prevent physicians, nurses, and pharmacists from brain drain, and migration intention to other countries. Hence, the degree to which individuals are affected by decisions and treated with respect and honour between management and the workforce should be strengthened in Lagos State public healthcare sector.

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