

## ORGANIZATIONAL SUPPORT SYSTEM ANDJOB SATISFACTION IN TELECOMMUNICATION SECTOR: MODERATING ROLE OF ORGANIZATIONAL JUSTICE

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### Abstract

*The state of job satisfaction in Sub-Sahara Africa is alarming, worrisome and discouraging below the global trend at 10%. This study examined organizational support system and job satisfaction in telecommunication sector: moderating role of organizational justice. This study is a quantitative research and convenience sampling technique was used. 140 pieces of structured questionnaires were distributed to the four major telecoms outfits (MTN, Globacom, Airtel and 9mobile) in Zamfara state out of which 98 were successfully filled and returned. The study found thatboth co-worker support and supervisory support were significant predictors of employee job satisfaction. The study also found that organization justice moderated the relationship between co-worker support, supervisory support and job satisfaction. The study recommended management efforts at creating and improving of the workplace where fairness, equity and love reigns.*

**Keywords:** Organizational support system, Job satisfaction, Organizational justice, Telecommunication sector, Zamfara state

### Introduction

One of the challenges facing the business organization today in this complex and ever changing environment is employee satisfaction (Raziq & Maulabakhsh, 2015). Organizations more than ever before are confronted with several challenges due to the dynamic and complex nature of the environment in this twenty-first century (Ojeleye, Bakare & Kareem, 2020). Job satisfaction has been proven empirically to be one of the most important ingredients an organization desire in order to improve its performance and strategic objectives in this difficult environment (Qureshi &Abhamid, 2017).It consists of a set of internal and external factors that influences how an employee feel about his work (Nor, Siti, Nurul & Intan, 2019). Several issues have been outlined concerning employees` satisfaction and reasons for continuous decline in workers satisfaction levels (Qureshi et al., 2017). These include the nature of work, salary, limited advancement opportunities, poor management, work groups, poor working environments, resident aggression, workload, inability to deliver target as expected(Ellis &Pompli, 2002; Hartini, Haerani, Mardiana & Sumardi, 2017).

According to Crabtree (2013) only 13% of employees worldwide are engaged, psychologically committed, satisfied with their work and are likely to make positive contributions to their work while the remaining 77% are shared between not-engaged/not-satisfied and actively disengagement/dissatisfied employees. The trend in Sub-Sahara Africa is alarming, worrisome and discouraging below the global trend at 10%. This statement invariably means that 90% of the Sub-Saharan workers are not-engaged/not-satisfied and actively dissatisfied. High volume of unsatisfied employees cost Sub-Saharan organizations billions of dollars in lost revenues annually (Ojeleye & Bakare, 2020).

Organizational support system is a network of employee's personal experience of being valued, respected, cared about, and loved by others in the workplace (Aris, Safree & Adawiah, 2010). It also represents a variety of interpersonal behaviors between givers and recipients that can boost an individual's psychological or behavioral capacity (subjective wellbeing) (Harris, Winskowski, & Engdahl, 2007; Chou, 2015). It can be considered a valuable tool for enhancing employee engagement (Poon, 2011). Ali, Razavi, Ahmed and Rasheed (2018) found it to be predictor of organizational citizenship behaviour, Saidi, Michael, Sumilan, Lim, Jonathan, Hamidi and Ahmad (2019) & Ojeleye et al. (2020) of employee performance and Malik, Kazmi & Namra (2016) of employee commitment just to mention a few. Organizational support system is commonly categorized into two dimensions; supervisory support and co-worker support. Supervisory support refers to the socio-emotional concerns of the supervisor, and shows the extent to which the supervisor creates a conducive ambiance of emotional support, friendliness, mutual trust and helpfulness for his subordinates (House, 1971). Ojeleye et al. (2020) defined co-worker support as mutual and healthy friendship that exist among all the employees in the organization resulting in employees helping one another to achieve set goals and objectives.

Just as people in the society perceived justice from the legitimacy of their country (Akram, Khan, Yixin, Bhatti, Bilal, Hashim & Akram, 2016), Justice or fairness issues are key concern to virtually all employees at workplace (Rani, Garg & Rastogi, 2012). Organizational justice is described as individual employee's fairness perception received from an organization and their behavioral and emotional reactions to such perceptions (Al-Zu'bi, 2010). The Nigerian telecommunication sector is one of the biggest sectors of the economy dominated by four big multinational companies; MTN, Globacom Limited, Airtel and 9mobile formerly known as Etisalat, employing thousands of people across different fields (sales, customer relations, technical, marketing, human resource, administration just to mention a few) (Ojeleye & Okoro (2016). The sector was de-regulated in year 1999 by Obasanjo regime resulting in massive influx of private sector investment (Ndukwe, 2003).

Based on the above-mentioned global trends on employee satisfaction, her influence in predicting organizational outcomes and telecommunication sector huge contribution to Nigerian economy in term of revenue and employment generations, this study is hereby conducted to empirically test organizational support system and employee

satisfaction. This study further attempts to investigate whether organizational justice will strengthen the relationship between organizational support system and job satisfaction. In order, to empirically achieve the objectives of the study five (5) null hypotheses will be tested. Three (3) direct hypotheses and two (2) indirect hypotheses are listed below;

**H<sub>01</sub>:** Co-worker support does not have significant effect on job satisfaction in telecommunication outfits

**H<sub>02</sub>:** Supervisory support does not have significant effect on job satisfaction in telecommunication outfits.

**H<sub>03</sub>:** Organizational justice does not have significant effect on job satisfaction in telecommunication outfits.

**H<sub>04</sub>:** Perceived organizational justice does not moderate the relationship between co-worker support and job satisfaction in telecommunication outfits

**H<sub>05</sub>:** Perceived organizational justice does not moderate the relationship between supervisory support and job satisfaction in telecommunication outfits.

### **Literature Review**

This section conceptualizes all the study variables; Job satisfaction, co-worker support, supervisory support and organizational justice as a direct variable and moderator. The conceptual and theoretical framework were also discussed.

### **Concept of Job Satisfaction**

Qureshi et al. (2017) were of the opinion that job satisfaction is a complex and dynamic concept that is difficult to define. Even though a lot of scholars have made attempts to define the concept in the past (Raziq et al., 2015). Job satisfaction can be understood as the favourable emotional response towards a job as a whole (Mael & Ashforth, 1992). Hoppok and Spielgler (1938) defined job satisfaction as the integrated set of psychological, physiological and environmental conditions that encourage employees to admit that they are satisfied or happy with their jobs. Qureshi et al. (2017) defined it as "an attitude that individuals have about their work. That is the extent to which people feel positive or negative about the intrinsic aspects and/or extrinsic job". Kula and Guler (2014) are of the opinion that one of the most comprehensive definitions of job satisfaction is made by Spector (1997) defined job satisfaction as "how people feel about their jobs and different aspects of their jobs. It is the extent to which people like or dislike their jobs" It is influenced by the employee's experience, job expectations, the job itself and communication from others (Chen, Sparrow & Cooper, 2016)

### **Concept of Co-Work Support**

Wongboonsin, Dejprasertsr, Krabuanrat, Roongrerngsuke, Srivannaboon and Phiromswad (2018) defined co-worker support as assistance received from co-workers when a worker is requested to perform an individual activity, for example,

knowledge sharing, encouragement and emotional support. Beehr and McGrath (1992) described co-worker's social support as co-worker's eagerness and readiness to assist one another (e.g., being friendly, caring, empathic, having warm relations, cooperation, no gossiping and back stabbing, respect, appreciation and assistance) in executing their daily tasks and decreasing troublesome or scary outcomes. Saidi, et al. (2019) believed that co-workers support will boost employees to perform the tasks outside the domain of their job description and feel comfortable in the organization. Bateman (2009) found that co-worker support has positive effect on employee's satisfaction and also decrease their intention to quit. Co-worker support was also found to linked to mental, physical and emotional health and wellbeing (Kaul & Lakey, 2003), optimal employee engagement in the workplace (Tirastittam et al, 2020) and found to improved employee performance in the workplace (Ojeleye et al., 2020)

### **Concept of Supervisory Support**

Eisenberger, Huntington, Hutchison and Sowa (1986) argued that the concept of supervisor support should be viewed as such that supervisors appreciate the valued added by the employees to the workplace and will do everything possible to keep them happy at all times. Seiger and Wiese (2009) defined supervisor support as the magnitude of supportive behaviour extended toward an employee by an employer or supervisor which makes an understanding to the employees, ensuring their well-being. It is one of the most relevant variables to increase commitment towards organization, it either demonstrates organizational care and encouragement for employees or creates a sense of belonging and a positive feeling of identification (Umamaheswari & Jayasree, 2016). Vera, Martinez, Lorente and Chambel (2015) are of the opinion that a supportive supervisor provides help, information and constructive feedback to the employees, helps subordinate to increase productivity. (Akhtar, Khan & Suleman, 2018), also a personal accomplishment promoter and major influencer of emotional exhaustion reduction (Wongboonsin et al, 2018). The employee always seeks support and is keen to learn new knowledge from a supervisor challenged by the current business world, if he perceives that his supervisor is supportive and empathic with the state of an employee's work; acknowledging contributions, support in the difficult time, and uncourageous to achieve new heights (Tirastittam et al, 2020). However, when a supervisor is not supportive and empathic, it is a form of hindrance stressor in the workplace amount to huge cost both financial and otherwise to the employees and the organization at large (Poon, 2011). Several studies have linked supervisory support to positive outcomes in the organization; engagement, commitment, satisfaction, involvement and performance (e.g. Tirastittam et al. 2020; Shah, Said, & Mahar 2019; Shaikh, Talpur, Khuwaja, & Katper 2018; Sathyanarayana, Gargasha, & Bellave 2017 & Vera, Martinez, Lorente & Chambel 2015)

### **Concept of Perceived Organizational Justice**

The term Organizational justice was first used by Greenberg (1987). It is derived from the theoretical foundation of equity theory (Muqadas, Rehman & Aslam, 2017). It tries to clarify why an employee feels fairly or unfairly treated in his workplace and the

consequences that these perceptions have on the attitudes of employees and work-related outcomes (García-Buades, 2002; Montañez-Juan, García-Buades, Sora-Miana, Ortiz-Bonnín, & Caballer-Hernández, 2019). This perception of fairness that each employee has according to Zeidan and Itani (2020) is unique only to them and may not be a true and accurate reflection of reality. In organizational research literature, three forms of organizational justice are widely mentioned namely; distributive, procedural and interactional justice (Karkoulian, Assaker, & Hallak, 2016). These forms are important for employees working in an organization for various reasons (Rathore, 2016). Distributive justice is defined as the degree to which organizational leaders may distribute promotions or financial rewards among employees fairly (Akram, Lei, Haider & Hussein (2019). Procedural justice entails the fairness of distribution process through which outcome (pay, promotions, bonuses and incentives) is allocated to the employees (Folger & Konovsky, 1989; Rahman, Haque, Elahi & Miah, 2015). While Interactional justice is quality of interpersonal treatment and feedback that individual receives during the process of determining outcome that affect the perception of justice (Oussama, Saiful, Nurul & Rawiyah, 2019).

#### **Perceived Organizational Justice as a Moderator**

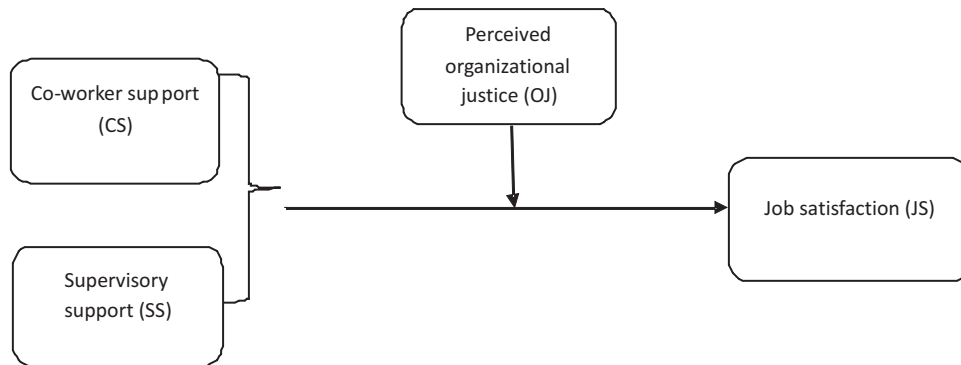
Montañez-Juan et al., (2019) investigated work design and job satisfaction: the moderating role of organizational justice. A longitudinal study, a sum of 593 employees working for 42 Spanish companies answered the questionnaires at two points in time. The result revealed that interactional justice moderated the relationship between job characteristics and job satisfaction.

Ahmed (2018) examined the moderating role of organizational justice on the factors affecting employees' job satisfaction: a study of selected university in Mogadishu. (JDI) factors including work itself, pay, promotion opportunities, supervisory support and co-worker relations. The study found that these JDI factors are significant predictors of employee satisfaction and that organizational justice significant moderated the relationship between FDI factors and employee satisfaction.

Qureshi et al. (2017) conceptualized a model on impact of supervisory support on job satisfaction: a moderating role of fairness perception. They were of the opinion that fairness perception could play a significant to buffer the relationship between supervisory support and employee satisfaction.

This study believes that employee perception of organizational justice could strengthen the relationship between organizational support system and employee satisfaction. When employees have positive perception of fairness and support system it could spur them and possibly boost their satisfaction hence, induce positive outcomes.

### Conceptual Framework



Source: Authors Computation, 2020

### Social Exchange Theory (SET)

Social exchange theory originated from the work of Homans (1958). Cropanzano and Mitchell (2005) opined that the SET is based on two assumptions; the reciprocity rule and negotiated rule. When an action by one party leads to response of another party is called reciprocation while negotiated rule occurs when duties and responsibilities are clearly demarcated. Ap (1992) describes Social Exchange Theory (SET) as a general sociological theory that is aimed at recognizing the exchange of resources between individuals and groups in an interaction situation. Emerson (1981) cited by Nunkoo, (2016) observed that social exchange entails two parties, each of whom renders some benefits to the other, and dependent upon rewards from the other. It involves a situation where two persons are in a symbiotic and mutual benefiting relationship based on trust even though certain level of uncertainty exists. The level of uncertainty depends on the conditions of the exchange (Molm, Schaefer & Collett, 2009). Corcoran (2013) was of the opinion that SET offers a several instruments by which risk and uncertainty might be decreased, mitigated or moderated, for example, through trust, repeated exchanges, reputation, information with respect to the exchanges of others, and establishments.

The two parties involve in the exchange process within the organization is the employer and the employees (Ojeleye et al., 2020). The relationship between these two parties is complex, dynamic and volatile (Bakare et al., 2020). According to Akgunduz *etal.* (2018) if organizations satisfy employee needs value their contributions and pay attention to their interests then employees will experience job satisfaction, which in turn will benefit the organization positively in term of performance, involvement and commitment.

### Methodology

This study utilized a quantitative research design because structured questionnaire

was administered to the respondents. Using questionnaire is of immense merit because it is less costly, minimize bias, fast and encourage secrecy. Privacy enables respondent to willfully respond to sensitive issues and do so with honesty. The study population comprised of the entire staff of telecommunication outfits in Zamfara state. The study utilizes convenience sampling technique. This so because efforts were made in ascertaining the staff strength of respective telecommunication outfits (MTN, Globacom, Airtel & 9mobile) in Zamfara state both full and contractual staff all to no avail. However, in order to solicit response 35 pieces of questionnaire were distributed to these telecommunication outfits in Zamfara state. Totally 140 pieces of questionnaires were distributed out of which 98(70%) pieces (MTN 22, Globacom 28, Airtel 26 and 9mobile 26= 98) of questionnaire were filled successfully and returned. Primary data were utilized and instruments from past studies were adapted to measure the individual constructs of the study. Supervisory support was measured by 6-Item Measure of Supervisor's Support by Oldham and Cummings (1996) with reported Cronbach's alpha of 0.92. Co-worker support was measured using Social Support Scale by O'Driscoll (2000) with reported Cronbach's alpha of 0.87. Organizational justice was measured using Direct Organizational Justice Scale with reported Cronbach's alpha of 0.89. Finally, Job Satisfaction was measured using 3-Item Job satisfaction Subscale of the Michigan Assessment of Organizations Questionnaire developed by Cammann, Jenkins and Nedler (1975) with reported Cronbach's alpha 0.84. Responses were coded using five-point scale ranging from 1 = strongly disagree to 5 = strongly agree. The study used SmartPLS 3.1 to analyze data generated after necessary preliminary analyses; missing value, outliers, normality test common method variance test have been conducted and raw field data certified clean. The study also conducted test of collinearity and no correlation was found between the variables as instructed by (Hair, Black, Babin, Anderson & Tatham, 2013). The two-basic model of PLS path modeling which are measurement model and structural model were assessed. Haenlein and Kaplan (2004), observed that PLS has edge over other statistical instruments in term of flexible restriction in distribution of study population and it possesses the possibility of giving a far more reliable and accurate computations of mediating and moderating effects need being that its gives account errors that is capable of reducing the possible relationship as well as the improvement of the validation of the theory (Henseler & Fassott, 2010).

## Result

### Measurement Model

In the measurement model, we examined the items loadings, internal consistency and average variance extracted (AVE). The items loadings were examined as recommended by Hulland (1999) items with minimum loading of 0.5 and above are retained while those below 0.5% are deleted. Composite reliability was used to test internal consistency and reached the satisfied criteria, as the lowest is 0.756 and the highest is 0.960. Likewise, AVE was examined and all met the threshold provided by Fornell and Larcker (1981). In other words, the values of AVE were greater than 0.5, as it ranges between 0.562 and 0.924. These are presented in table 4.1 below.



Items loadings, internal consistency and average variance extracted

| Construct              | Indicators | Loadings | Composite Reliability | AVE   |
|------------------------|------------|----------|-----------------------|-------|
| Job Satisfaction       | JS1        | 0.966    | 0.862                 | 0.619 |
|                        | JS3        | 0.956    |                       |       |
| Co-work support        | CS1        | 0.751    | 0.96                  | 0.924 |
|                        | CS2        | 0.869    |                       |       |
|                        | CS3        | 0.513    |                       |       |
|                        | CS4        | 0.947    |                       |       |
| Supervisory support    | SS3        | 0.709    | 0.756                 | 0.562 |
|                        | SS4        | 0.658    |                       |       |
|                        | SS5        | 0.723    |                       |       |
|                        | SS6        | 0.893    |                       |       |
| Organizational justice | OJ1        | 0.72     | 0.928                 | 0.592 |
|                        | OJ2        | 0.663    |                       |       |
|                        | OJ3        | 0.656    |                       |       |
|                        | OJ4        | 0.91     |                       |       |
|                        | OJ5        | 0.794    |                       |       |
|                        | OJ6        | 0.817    |                       |       |
|                        | OJ7        | 0.767    |                       |       |
|                        | OJ8        | 0.832    |                       |       |
|                        | OJ9        | 0.729    |                       |       |

To confirm the discriminant validity of the construct, the study adopted the Fornel and Larker (1981) criteria. The square root of the AVE of each construct must be exceed the correlations between construct. The values of the square root of AVE is greater than that of the inter-correlation among the constructs in the model.

The square roots of AVEs are represented with the bolded value on the diagonal in Table 4.2 below

Table 4.2  
 Discriminant Validity

| Construct | CS           | JS           | SS           | OJ           |
|-----------|--------------|--------------|--------------|--------------|
| CS        | <b>0.787</b> |              |              |              |
| JS        | 0.456        | <b>0.961</b> |              |              |
| SS        | 0.428        | 0.668        | <b>0.750</b> |              |
| OJ        | 0.278        | 0.683        | 0.680        | <b>0.769</b> |



### Structural model

The hypotheses of the study were tested using structural model. A total 5000 bootstrapping were carried to the hypothesis for both the direct and indirect (moderated) relationship. The effect size and blindfolding were also assessed to determine the predictive relevance.

#### 4.2.1 Test of Hypotheses

Table 4.3 Test of Hypotheses

| Hypothesis      | Relationship | Beta  | Standard Error | T-value | P-value | Decision      |
|-----------------|--------------|-------|----------------|---------|---------|---------------|
| H <sub>01</sub> | CS-> JS      | 0.228 | 0.267          | 2.219   | 0.019   | Not supported |
| H <sub>02</sub> | SS -> JS     | 0.251 | 0.334          | 5.452   | 0.000   | Not supported |
| H <sub>03</sub> | OJ->JS       | 0.435 | 0.361          | 4.732   | 0.000   | Not supported |
| H <sub>04</sub> | OJ*CS->JS    | 0.382 | 0.352          | 6.511   | 0.000   | Not supported |
| H <sub>05</sub> | OJ*SS->JS    | 0.225 | 0.492          | 7.818   | 0.000   | Not supported |

**R<sup>2</sup>=0.568**

The first hypothesis (H<sub>01</sub>) which states co-worker support (CS) has no significant effect on job satisfaction (JS) in telecommunication outfits is not supported because the T-value is greater than 1.96 threshold and P-value significant at 5%. Second hypothesis (H<sub>02</sub>) which states supervisory support (SS) has no significant effect on job satisfaction in telecommunication outfit is not supported because the T-value is greater than 1.96 threshold and P-value significant at 1%. Third hypothesis (H<sub>03</sub>) which states organizational justice has no significant effect on job satisfaction in telecommunication outfit is also not supported because the T-value is greater than 1.96 threshold and P-value significant at 1%. Fourth hypothesis (H<sub>04</sub>) which states organizational justice does not significantly moderate the relationship between co-worker support and job satisfaction in telecoms outfit is also not supported because the T-value is greater than 1.96 threshold and P-value significant at 1%. Finally, the fifth hypothesis (H<sub>05</sub>) which states organizational justice does not significantly moderate the relationship between supervisory support and job satisfaction in telecoms outfit is not supported because the T-value is greater than 1.96 threshold and P-value significant at 1%. The R squared stood at 0.568 which inferred that 57% variations in the dependent variable is jointly explained by the independent variables while the remaining 43% is explained by variables not included in the study. The R squared is acceptable as it is above the recommended 10% by Falk and Miller (1995).

#### Effect size and predictive relevance

The study assessed the effect size of the exogenous variable on endogenous variable using the F<sup>2</sup>. Cohen (1988) recommended that f<sup>2</sup> values of 0.02, 0.15, and 0.35, to represents small, medium, and large effects respectively. Q<sup>2</sup> was used to determine the predictive relevance of the exogenous variable. According to Garson (2016), Q<sup>2</sup> value of 0 or negative showed that the model is irrelevant in predictive the

endogenous variable the results are presented in table 4.4 below

Table 4.4

*Effect size and predictive relevance*

| <b>Construct</b> | <b>R<sup>2</sup> included</b> | <b>R<sup>2</sup>excluded</b> | <b>F<sup>2</sup></b> | <b>Effect size</b> |
|------------------|-------------------------------|------------------------------|----------------------|--------------------|
| CS               | 0.568                         | 0.212                        | 0.04                 | Small              |
| SS               | 0.568                         | 0.421                        | 0.54                 | Medium             |
| OJ               | 0.568                         | 0.591                        | 1.004                | Large              |
| OJ*CS            | 0.568                         | 0.684                        | 0.987                | Large              |
| OJ*SS            | 0.568                         | 0.629                        | 1.143                | Large              |

**Q<sup>2</sup> 0.373**

### Discussions

The study examined organizational support system and job satisfaction in telecommunication outfit: moderating role of organization justice. The first hypothesis which states that co-worker support does not have significant effect on job satisfaction was not supported. This is in tandem with the work of Bateman (2009); Raziq et al. (2014); Murshed&Abduljalil (2018); Orgambídez-Ramos & Borrego-Alés (2017) who all found co-worker support to be a significant predictor of employee job satisfaction. The second hypothesis states that supervisory support does not have significant effect on job satisfaction was not supported. This is consistent with the work of Kula et als (2014); Raziq et al. (2014) and Orgambídez-Ramos (2017). They all found supervisory support to significantly impact on job satisfaction. The third hypothesis that states that organizational justice does not have significant effect on job satisfaction was likewise not supported. This is in tandem with the work of Malik et al. (2016);Mahammad &Norashikin (2015)&Ibahim, Saputra, Ali, Dangang& Bakar (2019) all found that organizational justice uniquely predicts wellbeing (job satisfaction).Finally, the third and fourth hypotheses examined the indirect relationship between co-worker support, employee support and job satisfaction. The study found that perception of organization justice strengthens the relationship between organizational support system and job satisfaction. This inferred that when employees in the workplace perceive that the atmosphere is fair and equitable, they will positively respond to gesture of support employees and supervisors because it will be meaningful to them and this will spur positive outcomes.

### Conclusion and Recommendations

Employees of the twenty-first century stay far more at workplace than at home. They give most of their youthful years for the survival and success of the organization. So, making them feel valued, respected, needed and love is a most for modern organizations survival. Employees are most likely, to reciprocate any good or bad gesture thrown at them. Positive gestures result in positive outcomes such as satisfaction, commitment, engagement, involvement and performance while negative outcomes may result to negative consequences such as dissatisfaction, low productivity, bullying, disengagement and low commitment to mention a few. The study

found that positive gestures such as co-worker support and supervisory support are significant predictor of employee satisfaction. And that organizational justice moderated the relationship between co-worker support, supervisory support and job satisfaction. The study made some significant practical and theoretical recommendations based on the findings. The following are the practical recommendations made; Management should make sure that organizational culture is fair to guarantee their satisfaction. Employees value their co-workers support. Management should therefore, encourage social gathering and creation of clubs where employees can socialize. As much as the employees need organization to meet their daily, family and personal needs, the organization needs the employees for survival and competitive advantage. Organization should support her employees and make them feel valued, respected and wanted. Supervisors should not only be sympathetic but be empathic. Give helping hands both on-the-job or off-the-job while making both new and old employees feel valued, praising their contribution to the organization and giving making positive criticisms. Firms should not make profit - making the center of their core business existence at the expense of employee job satisfaction. The study the solidified theoretical foundation of social exchange theory. When there is exchange between two parties (employer and employee) under atmosphere of trust and justice there bound to be a form of reciprocation. When employee received necessary incentives from their employees, it triggers positive behavioural outcomes like satisfaction, engagement and overall performance.

#### **Limitations of the study and guides for future study**

Inspite of the fascinating findings thiscurrent study uncovered, it is not without her limitations;

The self-report questionnaires for organizational support system, organizational justice and employee satisfaction are based on personal opinions, linear and social desirability bias. Respondents may not necessary be sincere while responding to the questions. Future studies should inculcate the combination of quantitative and qualitative approach. Generalization of the study findings may be difficult since, the study was conducted in a telecoms outfit. Result outcomes may be different if undertaken in different environment or sector of the economy. Future study can be undertaken both private and public sector for proper generalization. Longitudinal study can be conducted in future studies where effects of organizational support and organizational justice on employee satisfaction are studied over a specific period of time due to variations that may or can occur in daily, weekly and monthly behavioural outcomes. The sample size of the study is relatively small because the domain of the study was telecoms outfits in Zamfara state. Future research undertaken can cover the whole country. This will help uncover different opinions of staff of telecoms outfits in Nigeria

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