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EFFECT OF ORGANISATIONAL JUSTICE, MATTERING ON EMPLOYEE MOTIVATION AMONG WORKING - CLASS CITIZENS IN EUROPE

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ABSTRACT----------

The study examines the relationship between organizational justice, mattering and employee motivation among working-class citizens in Europe. Specifically, this study explores the relationship between Organizational Justice, mattering and employee motivation among working-class citizens in Europe. The study adopted a secondary source of data and which included cross-sectional data. The study's variables were taken from the publicly the available 6th European Working Condition Survey (2015) was adopted for this study to enhance the authenticity of this study in regards to the employee motivation in Europe among the working-class citizen. For this study, one hundred participants' responses were randomly selected and analysed, using organizational justice and mattering as independent variables (IVs) and employee motivation as dependent variable (DV). To determine which of the two independent variables (organizational justice and mattering) best predicts employee motivation, using a multiple regression analysis to assess the performance.

The results shows that the two predictors explained 22.1% (adjusted $R^2 = 0.22$) of the variance ($F (2, 97) = 13.746$, $p < .01$). It was found that organizational justice significantly predicts employee motivation ($\beta = .216$; $t = 1.970$, $p < .05$: 95% CI .00 – .24). Additionally, mattering also significantly predicted motivation ($\beta = .308$; $t = 2.78$, $p < .05$: 95% CI .06 - .38). However, the variables are normally distributed, no multicollinearity and homoscedasticity exist between the variables of the study. Therefore, this study concluded that significant relationship exists between organizational justice, mattering and motivation, but further studies need to explore in-depth these effects by analysing a much larger data set.

KEYWORDS: *Motivation, Organization, Performance, Justice, Mattering----------*

INTRODUCTION

One of the most significant elements influencing organizational justice is the employees' perceptions of the fairness in the allocation of resources, rewards, and punishments, which they believe are equitable and just based on their contributions, effort, or needs to achieve success in the workplace. It encompasses various aspects of how employee behaviour influences perception and learning, and motivation also has an impact on an individual's overall performance and an organisational system. For this reason, managers need to place a high value on employee motivation within their organisations. According to Prasad (2015), one of the most crucial strategies for workers safe on board and boosting output is motivation, in which most companies use incentive programs to motivate employees to work efficiently and effectively. Most organisations have a driving force of offering incentives and awards for exceptional work, one of several strategies for inspiring employees (Memmott & Growers, 2017). An organisation with astute management should study human behaviours to find out the practical and efficient ways to accomplish organisational goals.

The Mattering entails contributing value and feel appreciated (Prilleltensky, 2020). When employee is motivated, valued, acknowledged, respected and also have the ability to significantly impact things or contribute in a concrete way. The community psychologists are particularly aware of the importance of feeling appreciated and contributing to empowerment, autonomy, a feeling of control over our life, self-efficacy, and self-determination are all components of value. Moreover, the mattering thought refers to the extent to which individuals believe they have an influence on the lives of others. Rosenberg and McCullough (1981) elaborate on this concept, stressing the significance of the individual by incorporating the notion that others depend on them. Mattering is a fundamental motivator, according to a plethora of research (Anderson et al., 2015; Kruglanski et al., 2022). The need to matter sets off a variety of goal-directed behaviours (Anderson et al., 2015). The mattering theory has

provided evidence for the significance of mattering as a psychological notion with significant implications for a variety of performance and well-being outcomes. In a circumstance like this, motivation becomes crucial since it improves the use of resources and employees' skills and competencies (Albeit, 2015).

One of the important factors in boosting performance and achieving organisational goals is motivation. In any organisation in the globe, low or nonexistent motivation results in high employee turnover, inefficiency, absenteeism, fraud, and corruption (Memmott & Growers, 2017). An effective managers and supervisors sustain a positive attitude by treating employee members fairly and with respect, creating a supportive work atmosphere that inspires workers. Finding the answer to the question of what actually motivates employees is essential to developing an effective incentive system (Memmott & Growers, 2017).

The importance of motivating employees lies in its ability to shape their behaviour; in the end, motivation determines whether an organisation succeeds or fails. An organisation may be able to guarantee that every one of its employees understands why they arrive at work on time, stay with the company for their whole working life, and are productive. This understanding is crucial to increasing productivity. This suggests that motivation plays a major role in an organization's success and that managers need to know what drives their staff to provide their best efforts (Omollo, 2015).

In any organisation, employee performance is greatly influenced by motivation. The motivation has an impact on workers' and organisations' productivity. Which is regal, devoted, and productive, and they offer the company excellent services. A succession of awards for a job well done and improved organisational performance should be used by the employer to motivate employees (Pradhan, Jena, & Bhattacharya, 2016). Organisational Justice (OJ) emphasises, in an objective manner, the decisions made by management, the influence of justice, perceived equality, and the interaction between people and their surroundings in organisations. Sert, Elci, Uslu, and Şener (2014) state that when regulations, policies, and procedures are enforced against employees, it may give rise to a sense of unfairness and injustice, which in turn may cause issues at work. In order to comprehend organisational behaviour, people assess justice in their organisations and respond to justice or injustice by taking into account several fundamental issues (Yaghoubi, Saghaian Nejad, Abolghasem Gorji, Norozi, & Rezaie, 2019). Increased employee performance is a result of the ability to use organisational resources effectively to attain goals, both personal and organisational (Daft, 2014). The performance of the organisation as a whole as well as the employee is impacted by unjust treatment, rewards, and compensation policies. When managers treat their employees fairly, people react favourably to the results of their work, and management's efforts to uphold organisational justice which lead to a low degree of prejudice (Cho, 2017). Interpersonal justice, which involves treating employees with dignity and respect, and informational justice, which involves providing clear answers, are the two other subcategories of interactional justice, according to Colquitt as stated in Swahi et al. (2017). According to Swalhi et al. (2017), distributive justice is concerned with determining what makes up a reasonable pay scheme, that is, workers' opinions on the propriety of policies, procedures, and practices that an organisation employs in its decision-making process are referred to as procedural fairness (Yildirim & Zehir, 2015). Therefore, this study aims to close a gap in the literature and advance understanding of these concepts and the effects on organisational justice, mattering, and employee motivation among Europe's working class.

Research Questions

1. What is the relationship between organisational justice, mattering and employee motivation among working-class citizens in Europe?
2. What is the influence of mattering on employees' motivation among working-class citizens in Europe?

Research Hypotheses

$H_{1:}$ Organisational justice and mattering do not significantly affect employee motivation among working-class citizens in Europe.

$H_{2:}$ Mattering do not have a significant effect on employee motivation among working-class citizens in Europe.

Literature Review

This study reviews the conceptual, theoretical and empirical framework. The study variables are organisational justice: distributive, procedural, and interactional justice, mattering and employee motivation: intrinsic motivation and extrinsic motivation are examined in this section.

Conceptual Framework

Organizational Justice

The Organisational Justice (OJ) emphasis on the decisions made by management, the influence of justice, perceived equality, and the link between people and their surroundings in an objective manner inside organisations. Sert, Elci, Uslu, and Sener (2014) claim that enforcing rules, norms, and procedures on employees might give rise to a perception of injustice or unfairness, ultimately leading to workplace issues. Individuals assess the fairness of their organisations and react to fairness or unfairness by taking into account the fundamental issues for comprehending organisational behaviour (Yaghoubi et al., 2019).

Increased employee performance is a result of the ability to use organisational resources effectively to attain goals, both personal and organisational (Daft, 2014). The performance of the organisation as a whole as well as the employee is impacted by unjust treatment, rewards, and compensation policies. When managers treat their employees fairly, people react favourably to the results of their work, and management's efforts to uphold organisational justice also led to a low degree of prejudice (Cho, 2017).

It is believed that understanding justice is crucial to comprehending organisational behaviour (Shan, Ishaq, and Shaheen, 2015). Employee perceptions of fair treatment by their employer are linked to organisational justice (Wang, Lu, & Siu, 2015). Justice, in the words of Adams (1999), is a person's perception of the propriety of decisions and policies made inside organisations, as well as the effects of those perceptions on behaviour. According to Riaz et al. (2018), distributive, procedural, and interactional justice are the three dimensions of equity. According to Aslam, Shakir, and Bugti (2020), McDowall and Fletcher (2004) explain how organisational justice affects work-related variables and explains why workers resist unfair outcomes and improper practices. According to Ohana (2014), the organisation propagates justice by disseminating signals of activities about justice. Genuinely motivated employees perceive their work environment as fair, according to Hannam and Narayan (2015), in contrast to individuals who show no interest in their activity. The three components of justice, progressive justice, procedural justice, and interactional justice, identify fair behaviours at work (Proost, Verboon, & Van Ruysseveldt, 2015).

Organisational justice is unquestionably a crucial quality since it demotivates employees who act negatively towards organisational procedures, which has a detrimental impact on both the organisation and the individual. Additionally, organisational fairness has a favourable effect on the relationship between job demands and intents to leave. Additionally, job control is reinforced by organisational justice. (Proost, Verboon, & Van Ruysseveldt, 2015).

By examining the bias in organisational settings that is actually viewed as injustice by the employees, Marzucco, Marique, Stinglhamber, and Hansez (2014) verified the division of organisational justice into distributive, procedural, and interactional justice. Organisation Justice Aficionados stimulate novel ways of thinking about justice and how it affects employee sentiments, especially during periods of organisational transition.

Distributive Justice (DJ)

Distributive Justice (DJ) shows how employees feel about receiving benefits that meet their expectations, such as pay raises or promotions. According to Demers and Wang (2010), distributive justice refers to the desired equity considering results as acceptable recompense for employee efforts and possibilities for career advancement. A study (Ohana & Meyer, 2016) found a positive correlation between affective commitment and distributive fairness in an organisation.

Distributive justice, according to Swalhi et al. (2017), is concerned with assessing fairness in terms of outcomes (rewards). Distributive justice, on the other hand, is described by Srivastava (2015) as a sense of objectivity in decisions like salary, prizes, recognition, and performance reviews. According to Al-Zubi (2010), it refers to the justice that people receive from organisations, which can be dispersed based on equality, needs, or contributions. The fairness of this distribution is assessed by comparison. A fair choice on the allocation of financial and non-financial resources within an organisation can also be considered a type of justice. Consequently, distributive justice refers to an employee's opinion of how fairly their performance and rewards are handled at work.

Procedural Justice (PJ)

According to Yildirim and Zehir (2015), procedural justice is the equitable use of operations, processes, and procedures to arrive at worthwhile conclusions. Then, according to Al-Zubi (2010), this justice is related to how employees view the propriety of the policies and guidelines that control a process. Whereas procedural justice

demonstrates that satisfaction is a product of the process, distributive justice demonstrates that satisfaction is derived from outcomes. More precisely, Srivastava (2015) proposes that perceptions of fairness in policies and procedures utilised for decision-making in the workplace are a component of procedural justice. Employee opinions regarding the fairness of the processes and procedures the organisation uses to make decisions can be, in essence, understood as the definition of procedural justice.

According to Folger and Konovsky (1989), procedural justice is the distribution of employee compensation based on moral principles and fair processes. Erdogan (2003) states that the decency of the processes used to evaluate execution is known as procedural justice. In order to arrive at a decision that will ultimately improve employee performance, procedural justice also considers the degree to which the fundamental elements of policy-making (assignment

procedure), encouragement of workers' voice, suitability of criteria, and accuracy of the data are used (Aryee, Chen, & Budhwar, 2014). In addition to encouraging employee participation, Van Dijke, De Cremer, Bbels, and Van Quaquebeke (2015) proposed elements for the successful implementation of procedural justice.

Interactional Justice (IJ)

According to Srivastava (2015), interactional justice refers to how well an employee feels they are treated when rules and regulations are followed at work. Interpersonal justice and information justice are the two components of interactional justice, according to Colquitt in Yean & Yusof (2016). Information justice relates to the opinion of whether management has given pertinent and acceptable information and explanations, whereas interpersonal justice refers to the sense of respect in one treatment, i.e., treating employees with civility and respect. By giving the necessary information and the justification for a management choice, interactional fairness can be enhanced (Yean & Yusof, 2016). Interactional justice can be defined as the employee's view of fairness in receiving respect (interpersonal justice) and the employee's view of delivering pertinent information.

Interactional justice, according to Moorman (1991), is the process by which processes are applied equitably. Both the organization's performance and the employees' overall performance would be impacted by a reasonable account in the decision-making process. Huang and Huang (2016) assert that the relationship between interactional justice and quiet is strengthened by procedural justice. When it comes to how they should be treated, employees are given importance in their interpersonal interactions with their bosses. Interactional justice (Poole, 2007) is a quality of an interrelated mindset when making pre- and post-decisions in employee interactions. According to Shan, Ishaq, and Shaheen (2015), interactional justice also describes interpersonal behaviours that are displayed while displaying organisational procedures and accomplishing their intended effect. The type of communication that a person learns throughout the implementation of an authoritative technique is known as interactional equity (Yılmaz & Tasdan, 2009).

Mattering

The concept of mattering was initially introduced by Rosenberg and McCullough (1981) stated that "a person low on mattering feels irrelevant, unimportant, or peripheral in the minds of others" in one of the seminal works. The four elements of mattering were recognised by Rosenberg and McCullough are appreciation, dependency, attentiveness, and sense of importance and others was the reason for paying attention; people want to feel like they have a voice and that they are being heard. The sensation of importance which comes from feeling important and valued is the second aspect of mattering; it indicates that someone is concerned about you. Dependency, or the notion that you matter because other people depend on you, is the third aspect of mattering. You have an impact on other people's life. The fourth is appreciation; you need other people to be appreciative of what you do and people desire to feel as though their actions are appreciated by others.

Flett (2018) has made contributions to the realm of mattering. A crucial aspect of mattering is that it is a concept that can be altered and expanded upon. Flett (2018) state that relationships are important even when mattering is about a self and a person's identity, that is, fulfils the urge to have a sense of community.

According to Prilleltensky (2020), state that mattering is composed of two primary domains: contributing value and feeling appreciated also made a significant conceptual advancement to the notion by emphasising its multidimensionality such as relational, collective, and personal to therefore contended that mattering promotes the well-being of both people and communities. Furthermore, the author stated that in order for matters to materialise, certain moral principles must exist and society must strike a balance between these principles in order to promote individual, interpersonal, and collective well-being. To examining the environmental factors, power

dynamics, and individual employees is necessary to raise their sense of significance. Mattering, then, is about the individual and the connections that exist between them. It also has to do with the working environment and the features of the community where the people live and work

Motivation

The readiness, drive, or desire to act in a way that is goal-directed is known as motivation. Nelson (2016) pointed out that motivational elements encourage individuals to develop, improve the workplace, and commit to the company, all of which contribute to good mental health. Conversely, academic performance is the result of education and measures how well a learner, instructor, or institution has met their learning objectives. Regardless of whether an organisation is private or public, Joseph et al. (2023), motivation is the desire that propels a person to produce at their highest level or for the organisation. Omale et al. (2022) claim that motivation is the single most crucial component. It is possible to create an efficient organisational structure by tackling certain problems that have an impact on a large number of people. This is due to the fact that motivated workers typically experience higher levels of fulfilment and are more eager to help one another while simultaneously enhancing their own output and performance. According to Uka and Prendi (2021) employees seemed to be highly motivated by increased compensation, bonuses, career advancement, and thankfulness. According to Ali and Anwar (2021), employers frequently use incentives, which are significant motivators that drive specific behaviours. They could manifest as money, incentives, paid time off, or a variety of other items. Incentives are crucial in addition to employer rewards for correct performance. Establishing a reward system and identifying team member helps employers find motivated and productive workers. The consequence is a satisfied staff that is motivated to go above and beyond (Kim & Patel, 2021).

Intrinsic Motivation

The term intrinsic motivation describes personal, internal sources of motivation. a drive to carry out a certain activity because it will satisfy a need or provide results that align with his worldview, in which case it will be important. Our most powerful source of motivation is our innate aspirations (Prasad, 2015).

Extrinsic Motivation

Extrinsic motivation, according to Ryan (2016), is the process by which people act in response to outside cues. Any activity carried out in order to achieve a result that can be distinguished from the activity itself is considered to be motivated by external factors. Extrinsic motivation in the context of a career refers to the drive to achieve needs or objectives unrelated to the work itself. Taking labour, for instance, as just another means of obtaining income. According to Hany, Hassan, and Badran (2020), further instances of extrinsic motivation include bonuses, benefit packages, awards, and structured activities.

Employee's Performance

Most employees spend much of their time at work, and the environment has a positive influence on their productivity and self-esteem. According to Adomako et al. (2016), an individual's interaction with their surroundings can either positively or negatively impact their performance; the environment will mitigate the relationship between dedication and academic success. By incorporating the influence of the work environment into a model of employees' performance, a deeper comprehension of the relationship between desire, commitment, and organisational performance may be attained. This idea directly impacts every employee's performance, and the organisation as a whole is also affected. To examine problems that adversely affect academic staff members' productivity and motivation to find solutions. The top five variables influencing motivation, according to Trinh et al. (2021), include self-awareness, relationships with coworkers, working conditions, job features, compensation, and bonuses. The real-world problem-based research will help organisations identify the problem, improve benefits, and improve staff training strategies to boost productivity and income, reduce employee turnover rates, and address other challenges.

Theoretical Framework

Expectancy Theory

This theory pertains to a collection of decision theories about motivation and performance at work (Vroom, 1964; in Ferris, 2007). Expectancy theory relies heavily on perception and it highlights the cognitive capacity to predict the likely outcomes of actions (Jibowo, 2007). According to Nwachukwu (2014) and Vroom (1964), the expectancy theory is predicated on two main tenets. The first premise holds that each individual has perceptions about the results of their activity and the causal relationships between those outcomes and the second premise is that different people respond differently to situations. The valence of outcomes is the positive or negative worth that people assign to them is reflected in affective reactions (Jibowo, 2007).

The expectancy will encourage an individual to perform, according to Ferris (2007); Isaac et al. (2001). The likelihood that the effort put out will result in the intended performance is the initial expectation. This second anticipation, also called instrumentality, is the likelihood that a specific performance will result in desired results. In contrast to intrinsic motivators, which derive activity from internal factors such as enjoyment of the task itself, intriguing external incentives are thought to induce motivational states that feed behaviours (Isaac et al., 2001).

Empirical framework

The high rate of the turnover and employee motivation are related (Miao et al., 2020). If employers hope to see an increase in worker performance, they understand the elements of motivation. It is the duty of team leaders to inspire and direct their colleagues towards the intended outcome. According to Omale (2016), individual variations in attitudes, tendencies, and situations may have a detrimental impact on an organization's efficacy. Orasa (2012) used a descriptive methodology to investigate the motivation factors on workers' job performance in public healthcare facilities at Ilemela in the Mwanza region. The study results are low motivation among intrinsically motivated healthcare workers, some of whom are poorly motivated when extrinsic motivators. At the Institute of Finance Management in Dar es Salaam, Bushiri (2014) conducted a second study on the effect of working environment on employee performance using a quantitative method. The study's findings indicated a positive relationship between the working environment and employee performance. which accounts for multiple motivational elements rather than focusing on just one aspect of the working environment.

Mbogo (2013) used the Statistical Package for Social Studies to conduct a study that focused on the impact of motivation on employee performance in Tanzanian public services in the Ilala Municipality. The study found a positive relationship between employee performance and motivation, with wage being the most motivating factor. This study highlights the correlation and regression analysis to examine the impact of motivation on employee performance at Victoria Commercial Bank in Kenya. Albeit (2015) found a favorable association between employee performance and motivation.

An unconditional self-acceptance should also be positively correlated with mattering, in a sample of 408 South Korean university students (Choi & Hong, 2020). Surprisingly, a sample of Chinese children did not exhibit it (Flett et al., 2016). Mattering is negatively correlated with trait self-criticism, trait reliance, and self-critical rumination, which are constructs linked to psychological vulnerability (Besser, Flett, Nepon, & Zeigler-Hill, 2020; Flett & Heisel, 2021; Joeng & Turner, 2015). (Rose & Kocovski, 2020) Studies on multidimensional perfectionism have demonstrated that mattering is negatively correlated with the highly maladaptive orientation of socially prescribed perfectionism (i.e., believing that others expect perfection from oneself), and that mattering mediates the relationship between socially prescribed perfectionism and social anxiety (Choi & Hong, 2020) as well as depression (Cha, 2016; Flett et al., 2012).

Research Method

This study examined the relationship between organisational justice, mattering, and employee motivation among Europe's working class. A quantitative research approach was used for this study, and data were collected from the European Working Conditions Survey (2015). The study design dictates methods for gathering, analysing, and applying the data to address the research study (Grey, 2014).

The working-class citizens in Europe who were gainfully employed made up the study's population. Participants cut across both genders (male and female). The participant must be full-time or part-time employed in Europe, as contained in the European Working Conditions Survey (2015). Anyone who does not identify as a worker in Europe was subjected to exclusionary criteria.

Research Instrument and Method of Data Collection

This study explores secondary data from the European Working Conditions Survey as the source questionnaire for the 6th European Working Conditions Survey (EWCS), which was conducted in 2015. Multiple regression analysis was used in the study to examine the relationship between organisational justice, mattering, and employee motivation. The motivation was derived from the survey data set by extracting the respondents' feelings regarding their engagement at work and their job conditions (Q87 and Q67). The treatment from one's immediate supervisor (Q61 and Q63) served as a stand-in for measuring matters at work, and the data set regarding the workplace and their decisions (Q70 and Q89) was organisational fairness.

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RESULTS

The purpose of this study was to gain a better understanding of the relationship between organisational justice, mattering, and employee motivation. The SPSS statistical tool version 20.0 was used for the analysis of data obtained in this study.

First, descriptive analysis (Explanatory Results) is shown in Tables 1 and Figures 1- 3, followed by inferential statistics results. (correlations and regression analysis), used to analyses the performance data across groups. The level of significance was set as $p < 0.05$. It is worthy of note that a total of one hundred (100) responses were randomly selected from the total data set of one hundred and seventy-eight thousand, nine-hundred and five (178,905) cases in the European Working Condition Survey (2015).

Table 1: Frequency count of participants based on Sex

Sex	Frequency	Percentage
Male	43	43%
Female	57	57%
Total	100	100

Table 1 shows the frequency count and percentage of participants by sex. The results of statistics reveal that females dominate the research over males, suggesting that females' gender may be generally more than male.

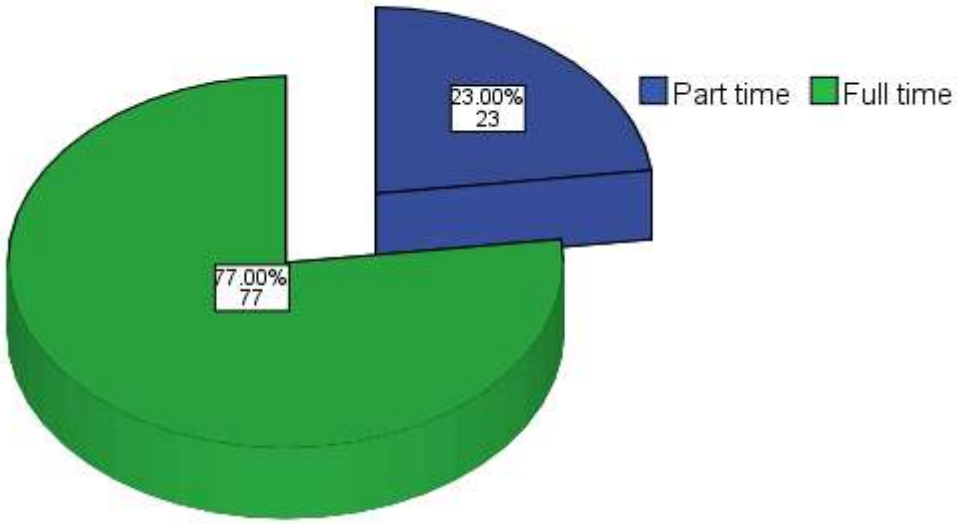


Fig. 1: Respondents' Employment Status

The respondents' employment status, as shown in Figure 1 above, reveals that the majority of the respondents (77%) are full-time workers, while 23% respondents are part-time workers.

The scatterplot graph below was obtained for the dependent and independent variables. It shows that a linear relationship exists between the independent variable and the dependent variable at 0.159 and 0.19 for organisational justice (Fig.2) and mattering, respectively Fig. 3.

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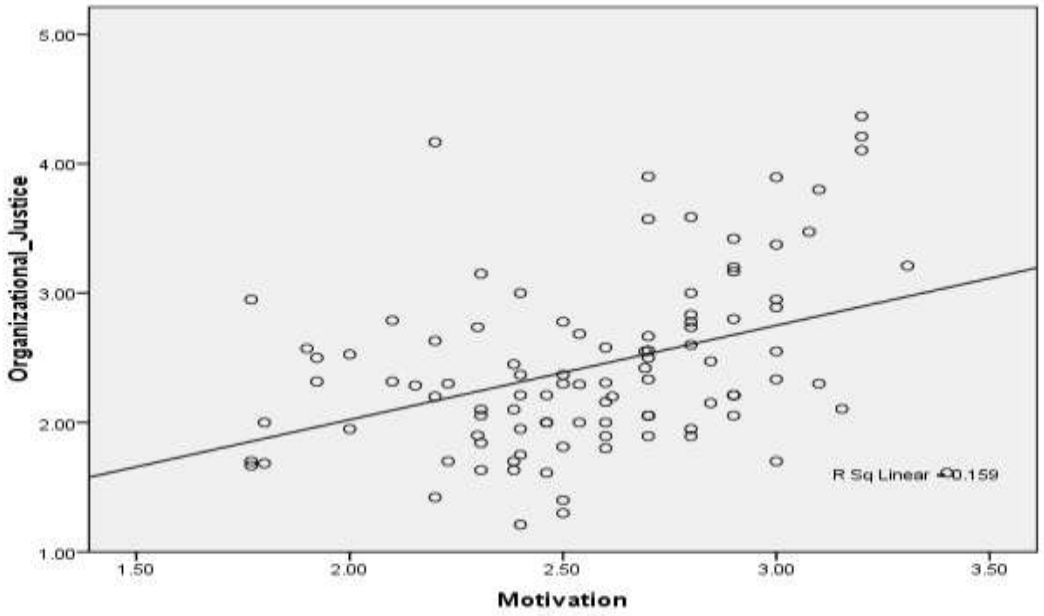


Fig. 2: showing relationship between organisational justice and motivation

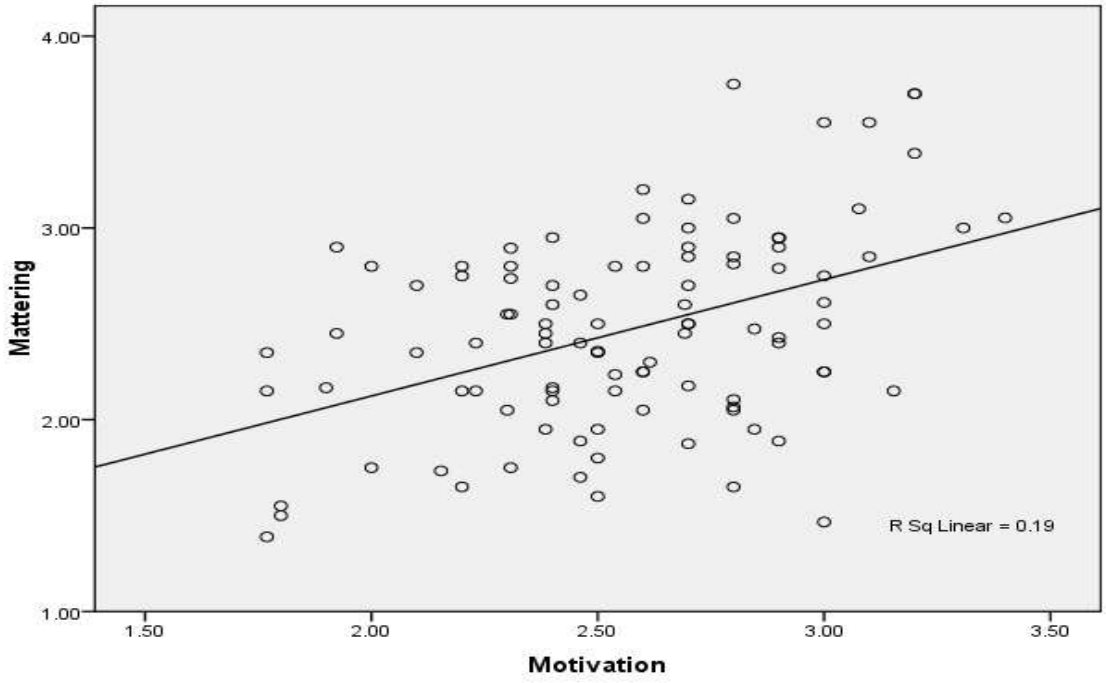


Fig. 3: showing relationship between mattering and motivation

Inferential Statistics

Parametric Tests: Correlation

Table 2: Correlation Matrix

	Motivation	Organizational Justice	Mattering
Motivation	1	.398	.435
Organizational Justice	.398	1	.586
Mattering	.435	.586	1

The Table 2 above present the result of the correlation which reveals the degree or strength of linear relationship between the independent variable and dependent variable as shown on a scatterplot. From the values of the

correlation coefficients presented above, it can be concluded that Motivation moderately correlates with Organizational Justice with the positive correlation coefficients of approximately 0.4, which shows that motivation is a strong predictor of organizational justice. The table 2 further reveals that Motivation and mattering have a moderately positive correlation of approximately 0.4, suggesting that as mattering increases, and motivation also increases as well.

Regression

Table 3: Regression values of predictors of Motivation

	B	SE B	B
Constant	1.733	.165	
Organizational Justice	.119	.060	.216
Mattering	.221	.079	.308

$R^2 = 0.221$

Multiple regression analysis was used to test whether the predictors (organizational justice and mattering) significantly predicted participants' motivation at work. The R revealed a moderate relationship between the predictors and the outcome (0.47). The results of the regression indicated the two predictors explained 22.1% (adjusted $R^2 = 0.22$) of the variance ($F (2, 97) = 13.746$, $p < .01$). It was found that organizational justice significantly predict motivation ($\beta = .216$; $t = 1.970$, $p < .05$: 95% CI .00 – .24) which validates the equity theory of motivation which stated that beliefs, perceptions, and attitudes influence motivation. Employees are motivated powerfully to correct situations when there is a perception of inequity present. Furthermore, mattering also significantly predicted motivation ($\beta = .308$; $t = 2.78$, $p < .05$; 95% CI .06 - .38), validating the expectancy theory of motivation, that an individual will be motivated to perform more than expected. The first expectancy is the probability that the effort put forth will lead to the desired performance. The second expectancy (also referred to as instrumentality) is the probability that a particular performance will lead to certain preferred outcomes. When the implementation of some effort is not rewarded, the employee will not be highly motivated to perform a certain task. In view of this, organizational justice leads to a higher level of motivation among participants.

Furthermore, the analysis reveals that the residuals (the differences between observed and predicted values) are normally distributed (plots of the residuals). It is noteworthy that the independent variables (organisational justice and mattering) are not highly correlated with each other (0.59; correlation matrix), indicating that there is no multicollinearity among the independent variables of the study. Additionally, the variance of error terms (residuals) is consistent across all levels of the independent variables, indicating homoscedasticity in the world.

Discussion of Findings

The aim of the study was to investigate the relationship between organizational justice, mattering and employee motivation among working class citizen in Europe. The overall findings support the initial hypotheses of this study that a positive relationship exists between organisational justice, mattering and employee motivation at work. From the table of analysis, it can be deduced that employee motivation is moderately correlate with organizational justice with the positive correlation coefficients of approximately 0.4, which shows that motivation is not a strong predictor of organizational justice. Previous research studies on the organisational justice has shown that there are positive correlations between different variables: deviant behaviour (Hagedoorn, Buunk and Van de Vliert, 1998; Jaakson, Vadia, Baumane-Vitolina and Sumilo, 2017; Hany, Hassan and Badran, 2020); organisational trust (Kernan and Hanges, 2002; Aboagye, 2015; Oh, 2018); job satisfaction (Bryman, 2012; Banks, Patel and Moola, 2012; Tahayneh, 2014), employee engagement (Al-Zubi, 2010; Kravina et al, 2014), organisational commitment (Jameel, Mahmood and Jwmaa, 2020); and employee productivity (Ahmadi, Ziaei and Sheikhi, 2011; Banks, Patel and Moola, 2012; Tahayneh, 2014). According to Aboagye (2015) found that academic staff members' perceptions of distributive inequality in the educational setting are unsettling and cause negative feelings of rage among them. Aboagye (2015), there were several forms of inequity discovered, including those related to high-grade delegations, staff promotions, and other reward systems. According to Aslam, Shakir, and Bugti (2020) among academic staff members in Punjabi public universities, academic staff members often act negatively when they believe their workplace is unfair. Aslam et al. (2020) have been proposed that establishing a work environment that is supportive and ground in the ideas of justice or fairness could help prevent negative emotions and abnormal behaviour in employees. Additionally, Hussain et al. (2019) study on how employee rewards, recognition, and job-related stress affected performance in Pakistani contact centres by mediating the impacts of perceived organisational support. The results showed that employee awards and recognition have a large and beneficial impact on productivity, in contrast to the negative impact that job stress has on productivity. Extrinsic rewards have been demonstrated to greatly enhance performance. To some extent, the relationship between intrinsic incentives and performance can be mediated by job satisfaction, and to a greater amount, the relationship between

extrinsic rewards and performance can be mediated (Pramono, 2021). Awoniyi et al. (2022) assessed how employee performance was affected by reward schemes used by beverage companies in Southwest Nigeria. It appears that the incentive system is improving the effectiveness and efficiency of Nigeria's beverage industry, in line with expectations, the level of motivation and performance-related are critical components of organisational success (Ahmad & Razzaque, 2022).

It is important to note that there is a positive link between mattering and employee motivation. The study's findings indicate that mattering was a significant predictor of motivation (β =.308; t = 2.78, p <.05: 95% CI.06 -.38). the result of the second hypothesis is that mattering and employee motivation are positively correlated, therefore, it is accepted. This study conclude that people would prefer to stay where they are appreciated than somewhere their existence goes unnoticed. This explains why people accept praise, which raises their spirits at work. The present study's results are consistent with the Reece et al. (2019), whose factor analysis identified a general mattering factor and two sub-factors, namely achievement and recognition (CFI =.98, RMSEA =.06). Numerous psychological and organisational indicators are used to establish construct validity and prediction validity. Significantly, OMS scores were significantly correlated with important business outcomes such as job satisfaction (r =.51, p <.01), having a leadership role (t = 6.91, p <.01), recent promotions (t = 2.26, p <.05), retention (r =.31, p <.01), and self-efficacy is more than self-esteem (p <.01). According to Flett (2018), a community's members are more likely to experience of self-acceptance, autonomy, mastery, positive relationships, self-compassion, physical well-being, and other many significant positive outcomes that are matter and well appreciated.

Conclusion

Employees' motivation at work has an impact on organisational justice, which demonstrates that an organisation with a fair work system will benefit the employee at work. Additionally, there is a strong correlation between employee motivation and mattering which is describe how the mattering wheel can be used to direct action, prevention and promotion of employee at work. In addition to fostering happiness and health, the feeling of mattering guards against devaluation of oneself, alienation from others, disengagement on one's job, and disintegration of the society.

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