

PROCEDURAL JUSTICE AND EMPLOYEE COMMITMENT IN DELTA STATE: A STUDY OF THE MINISTRY OF WORKS

Cynthia Uka Iyade, P.hD.¹, Prof. Kelly-Bryan Ovie Ejumudo, P.hD.² & Godwin C. Dibia, P.hD.³

¹Department of Arts and Humanities, School of General Studies, Delta State Polytechnic Ogwashi-uku, ²Department of Public Administration, Faculty of Behavioral Sciences, Dennis Osadebay University

³Department of Arts and Humanities, School of General Studies, Delta State Polytechnic Ogwashi-uku, Nigeria

**Corresponding Author's Email: Ejumudo.kelly-bryan@dou.edu.ng 08037145137*

Abstract

1. This study examined procedural justice and employee commitment in Delta State: A Study of the Ministry of Works. The specific objectives were to examine the relationship between consistency, impartiality of justice and employee commitment in the ministry of works in Asaba, Delta State. The data was analyzed, and the hypotheses were tested using the Spearman's Rank Order Correlation Coefficient as a statistical tool. The choice for this statistical tool is because; it is suitable to test for the relationship or association between two variables. The study revealed significant and positive relationship between the variables. The researcher thus concludes that, there is a significant relationship between procedural justice and employee commitment. Also, there is a significant relationship between consistency, impartiality of justice and employee commitment. Rooted in the study's findings, the researchers thus recommended that organizations that seek to enjoy employee commitment should deem it necessary to set a procedural justice that creates enabling environment for employees to adhere to and those that seek to experience affective, continuance and normative commitment of employees should be impartial and consistent in their procedural justice.

Keywords: Consistency, Employee Commitment, Impartiality, Ministry of Works, Procedural Justice,

INTRODUCTION

A business is successful, when there is commitment of its workforce. Employee commitment has contributed to the prosperity of many world class businesses today (Robbins, 2021). When every members of the organization are committed productivity tend to increase (Joiner & Bakalis, 2016). Klein, Becker and Meyer (2019) submitted that commitment enhances quality delivery of goods and services. Employee's commitment has also been linked to workplace effectiveness (Meyer, Becker & Dick, 2016). Employees who are commitment in their primary assignment are said to be the next leaders of the organization (Ketchand & Strawser, 2021). Production of goods today is made possible as a result of employee's commitment (Meyer, 2019; Clugston, 2020). Effective customer service delivery cannot be achieved successfully if the workers are not committed to the organization's philosophy (Greenberg, 2015). This implies that organizational commitment is very crucial for the survival of any business. In another development Luthans and Fred (2016) argued that the patronage of a particular brand of products or service is at the credit to all the employees who are committed in their workplace.

Researchers have examined organization justice in two major dimensions; distributive justice and procedural justice. Distributed justice is the perceived fairness in distributing rewards in the organization while procedural justice is fairness in the procedure used in making decisions in the

distribution of rewards (Nyaribo, 2022). Procedural justice is more concerned with the manner rewards are distributed. In this twenty first century where the workforce is more enlightened, more educated, more informed the procedure would be of more importance. Most questions that are being asked in the organizations are. Was the procedure followed? Procedure grants some control over the process and outcome attainment tend to be perceived by participants as fairer than the procedure that deny process control (Greenberg, 2020; Nyaribo, 2022). Process control is the opportunity that the participants have in communicating their views and opinions in decision-making process The greater the process control the more the decision made is regarded as fair (Nyaribo, 2022).

Justice theory which is built upon equity theory endeavors to address the employee's assessment of how organizations practice distributive justice. Distributive justice is fairness in allocating or distributing rewards which in an organizational perspective include among other commitment reward (Nyaribo, 2022). Procedural justice in an organization includes fairness of the procedures used to make decision. This study examined procedural justice and employee commitment in Delta State: A study of the ministry of works, Asaba. The specific objectives were to examine the relationship between consistency, impartiality and employee commitment in the ministry of works in Asaba, Delta State.

Conceptual Framework

This paper is built on the assumption conceptualized below

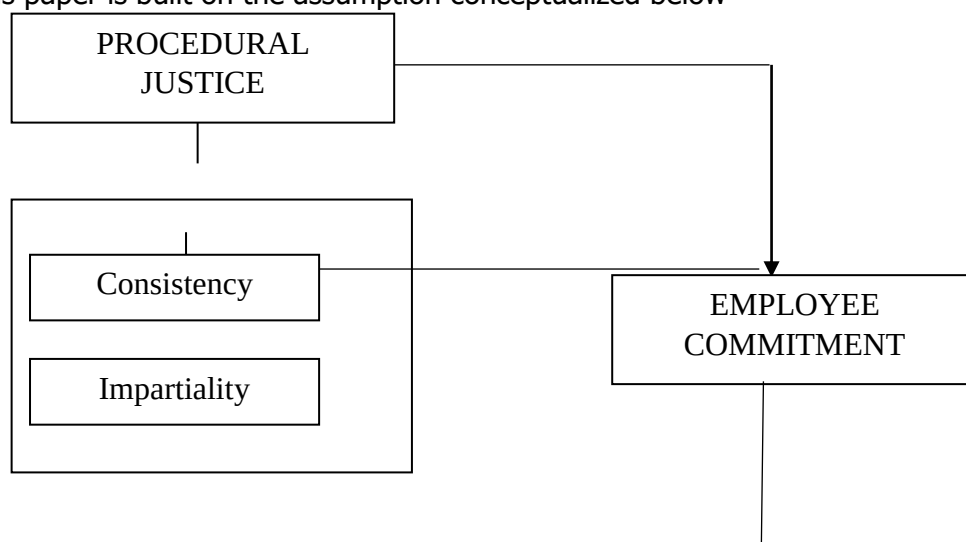


Figure 1: Conceptualized on Procedural Justice and Employee Commitment

Source: Desk Research, 2024.

REVIEW OF RELATED LITERATURE

2.1 Theoretical Framework

Organizational justice is dependent on the **Equity Theory** by Stacey Adams. In the words of Adams (1963), he says that an employee will compare what he receives from his employing organization as his ratio of the outcomes to what he contributes to the organization as his ratio of inputs to his work place and also using the same ratio to compare with those within and outside their workplace. According to Adams (1963) he clearly stated that an employee who is seeking in order to maintain equity has become aware of his contribution to a task and also seeing the outcomes which he receives against the noticed intakes and effects of his colleagues. The theory clearly stated that an employee will not be impelled, when he senses an unjust way of handling his fellow workers within and outside the firm that hired him.

Finally, Adams (1963) stated a worker will notice instance of justice when he notices that the proportion of what he contributes and what he receives are the same to the ones inside and outside the organization that employed him. Such a worker in the organization will definitely accept it if another worker who receives more than him also puts in more input than him. For example, all things been equal, a member would definitely take it if another member who is more experienced or qualified than him (more intake) receives bigger salary (more product) than him.

Farther, Adams (1963, 1965) who proposed that workers in their quest for (equitable) treatment will always seek for it to be fair, and when the employee or worker notices and now feels his proportion is lower compared to other employee's ratio, the employee will be sad in the form of sentiment of shame and regret. Therefore, the higher the injustice noticed the more feeling of guilt this worker is likely to perceive, which gives him more reason to revitalize equity (Walster et al, 1978 cited in Mohamed & Quang, 2020).

However, employee's commitment is founded on **Social Exchange Theory (SET)**. Blau (1964) he explained social exchange as a relationship which involves unspecified commitment where "favours" that create many future obligations, and which are not precisely defined once, and the nature of this return which cannot be bargained about but must be left to the discretion of the one who makes it. Thus, a social exchange relationship can be said to be reciprocity which rest on its norms (Gouldner, 2020).

And this exchange do begins with one party giving credit to each other, when this employee now reciprocates, there will be various benefits exchanges to repay favorable treatment. In Wajda and Angela (2022), this exchange or reciprocation, in social relationships will be much stronger if the two parties are so willing in order to make the available resources that will be useful to the other party. However, employees in this sense value beneficial treatment but their employers whom they work for prefer fidelity and allegiance (Coyle-Shapiro & Shore, 2017).

Concept of Procedural Justice

Procedural Justice is defined to mean fairness in making of decisions (Folger & Greenberg, 2015). However, procedural justice originated from organizational justice as its sub-dimension. Organizational justice can be defined as ways in which workers in the organization are handled fairly in their workplaces (Moorman, 2021). Organizational injustice can also bring about many unwanted organizational outcomes and this can result to less satisfaction of job, less turnover, wrong deeds, less productivity, lesser job dedication. (McFarlin & Sweeney, 2022). However, recent studies has shown low organizational justice is mainly associated to high rate of mental disorder, behavioral disorder, diseases, lack of sleep, heart diseases, and non-proper checkup of their health (Elovaninio et al, 2016).

Procedural justice is outlined to mean the limit by which the decisions made are inferred or judged to be fair. However, Procedural Justice refers to the discernment of fairness about workplace processes (Linci & Tyler, 2018; Kim & Mauborgne, 2018). And also many empirical researches have said that procedural justice has a good effect on organizational attitudes and behaviors. Studies suggest that legitimacy can be built through procedural fairness. Authorities can gain a great deal in terms of legitimacy when they follow clear norms of procedural justice, including impartiality, transparency, and respect for human dignity (Tyler, 2023). Thus, implementing fair procedures as well as providing favorable and/or fair outcomes can provide a solid basis for establishing system legitimacy with hotels management. Procedural justice is the study of people's subjective evaluations of the justice of procedures— whether they are fair or unfair, ethical or unethical, and otherwise accord with people's standards of fair processes for social interaction and decision-making. Subjective procedural justice judgments have been the focus of a great deal of research attention by psychologists because they have been found to be a key influence on a wide variety of important group attitudes and behavior (Tyler, 2020).

Procedural justice has been especially important in studies of decision acceptance and rule following, which are core areas of legal regulation. A central point for legal authorities is that people are responsive to evaluations of the fairness of procedures, even if authorities do not provide the outcomes people hoped for. Tyler and Huo (2022) for example, studied people's experiences with the police and courts. In the case of the police they found that the primary way that people had personal experiences with the police was by calling them for help. However, when people called the police for help, approximately 30% of the time they reported a negative outcome (i.e. problem not solved). So, in situations in which the police might want to help they are not always able to do so. Yet, in studies of the general population, people are found to regard the police as legitimate if they believe that the police exercise their authority through fair and impartial means (Sunshine & Tyler, 2023a; Tyler, 2016a). Indeed, evidence suggests that procedural justice judgments are more central to judgments of legitimacy than are such factors as the perceived effectiveness of police in combating crime. To the extent that people perceive law enforcement officials as legitimate, they are significantly more willing to comply with the law in general (Sunshine & Tyler, 2023a; Tyler, 2016a). When people indicate that authorities are or are not procedurally fair, what do they mean?

Recent discussions identify two key dimensions of procedural fairness judgments: fairness of decision making (voice, neutrality) and fairness of interpersonal treatment (trust, respect) (Blader & Tyler, 2003a, 2003b). Studies suggest that people are influenced by both of these aspects of procedural justice. Procedural justice perceptions are universally recognized today, but Thibaut & Walker (1975) were the pioneers of these procedural influences. According to them if employees were given a chance to participate into the process used to reach outcomes then they might perceive the outcomes as fair. These findings gave way to a new dimension of organizational justice perceptions. Organizational justice found its way from a distributive view to a comprehensive, procedural view (Bernerth, Feild, Giles & Cole, 2016).

Consistency

For organizations to be successful, leaders of the organizations have a written solutions and policies which will help workers to be well acquainted with their workplace activities (John, 2023). Bill and Richard (2025) argued that consistency is defined as treating all employees equally with the standard and procedures of the organization. Consistency is said to depend on nothing but conformance to standard. Proper record is required of Consistency. When it comes to fairness, it means employees are treated applicably and individually, fairness relies mostly on occurrence and situation. In order words fairness need the use of proper firm ruling. Consistency is easy, fairness is harder. Erin (2024) highlighted the significance of consistency in the organization as follows:

Firstly, consistency increases appearance of Organization: Organizations where consistency is in place, seems much better and organized than the organizations in which practices and procedures are always changing. For example, where you have one consistent way for your employees in whom they use to write their work completion or the request for time off, the employees will see that you are more in control of the business. With this, the employees of the organization will think good of the organization and also the employees will see that the organization as a stable one.

Secondly, consistency increases levels of comfort: Individuals vary, most people will not mind constant changes, but many people will prefer consistency. When the organizations procedures and practices are consistent, the organization will likely seem less chaotic and much more under control. Where the organization creates a consistent environment, this will help both the employees and their customers to feel very comfortable in their workplace.

Thirdly, Consistency increase higher levels of productivity: When the organization's practices and procedures are always changing, workers must see to it that they create more time to complete

their job duties and also to acquit themselves to these new policies and procedures. But when there is consistent way of making things happen in the workplace, this will enable employees to dedicate more of their time to actual job task, and with this productivity will increase.

Fourthly, it increases workers' understanding: In making constant changes in the organization policies and procedures can be mentally tasking, but when you create a consistent plan for your organization and you shift from the plan very little, the employees will find it easier to understand their job task that is associated to their job and also your expectation of them.

Impartiality

Managers that plan to achieve optimum productivity as well as gain advantage over its competitors must treat their employees justly in all dealings. According to Cropanzano et al (2018), impartiality is defined as the state of being just to all. The state at which organizational leaders treat their workers equally in terms of distribution of resources, job task and other organizational assignment is termed as impartiality (Jollimore 2021). Organizations that impartiality is their philosophy have been growing more than those who segregate their workers (Cottingham, 2023).

Concept of Employee Commitment

Employee commitment is defined as the affiliation with one's organization. Allen and Meyer, (2016) submitted that employees commitment is divided into effective, continuance and normative commitment, according to them, it is what connects the staff and it's workplace and this makes it less impossible for such a staff to willingly leave the company. For the sake of this study two of the measures will be used, affective and continuance commitment.

Affective committed employees: These employees who are emotionally attached to the organization, they have affective feelings towards their workplace and these employees remain in their workplace because they desire to do so. **Continuance committed employees:** These employees they either feel they need to work very hard or the expenses of quitting the workplace will be so high that the only option is that they remain in their workplace because they need to (Meyer & Allen, 2020). In another development, Porter et al (1974) argued that employee commitment is the limit whereby the workers in their workplaces agree with the goals and the values of their workplace, these workers are very eager to stay in their company and agree with the goals and values of their workplace. Employees' who are committed show good motives to work with their organization and they have no thought of leaving their workplace (Robbins & Coulter, 2023). Kitchard and Strawser (2001) they said, workers who are satisfied, they have strong attachment towards their organization.

Procedural Justice and Employee Commitment

Arif, (2022) investigated how perception of equity and justice played an important role in employees' commitment to the organization and intent to leave. The sample consisted of 181 middle and lower level managers from the banking and finance, production and manufacturing, and service sectors. The results hypothesized that both internal and external equity perceptions are positively related to commitment and negatively related to intent to leave. Among all the facets, equity promotion appeared to be the most significant predictor. Both distributive and procedural justice factors made significant contributions to employees' organizational commitment and intent to leave.

Nazim and Shahid, (2022) investigated the relationship between organizational justice, organizational commitment and turnover intention. Data were collected from 223 medical representatives of pharmaceutical companies of Pakistan. Statistical Package for Social Sciences (SPSS) was used for finding out the relationship between organizational justice, organizational

commitment and turnover intention. The results indicated that both distributive justice perception and procedural justice perception had a significant relationship with organizational commitment and turnover intentions amongst Medical Representatives of Pharmaceuticals Companies operating in Pakistan.

Fariba, Sardar and Mozafar (2023) examined the relationship between organizational justice and its relation with organizational commitment of the staff in Directorate of Youth and Sport of Chahar Mahalva Bakhtiari. 150 staff employed in the Office of Youth and Sports in Chahar Mahalva Bakhtiari were selected as sample. To collect data, questionnaire of organizational justice and organizational commitment questionnaire were used. Results indicated that all of the components of the organizational justice distributive justice, procedural justice and interactional justice effect organizational commitment and there is direct and significant relationship between organizational justice and its dimensions with organizational commitment.

Akanbi et al., (2023) examined the role of organizational justice on organizational commitment in Nestle Nigeria PLC Agbara, Lagos State Nigeria. The objectives of the study were to ascertain the significant difference between procedural justice and perceived organizational commitment, and also to examine the significant relationship between distributive justice and perceived organizational commitment. In addition, the study ascertained the main and interaction effect of distributive justice and procedural justice on organizational commitment. The study employed survey research using questionnaire to collect data from all categories of workers in the multi-national manufacturing company. Two hundred and fifteen employees of the company responded to the questionnaire. Results indicated that organizational justice as measured by procedural justice and distributive justice can have a significant impact on the organizational commitment of multi-national company. The findings from the study also showed that there was a significant relationship between distributive justice and perceived organizational commitment.

Based on the reviewed literature, the study proposed that;

Ho₁: There is no significant relationship between consistencies of justice and employee commitment in Delta State Ministry of Works.

Ho₂: There is no significant relationship between impartiality of justice and employee commitment in Delta State Ministry of Works.

RESEARCH METHODOLOGY

This adopted the cross-sectional survey which is one aspect of quasi - experimental design because the element of study is not under her control. The target population for the study consists of 293 staff in Delta State Ministry of works Asaba. Taro Yemene's (1967) formula was used to determine the sample size as thus:

$$\begin{aligned}
 n &= \frac{N}{1 + N(e)^2} \\
 \text{Where;} \\
 n &= \text{Sample size} \\
 N &= \text{Population} \\
 e &= \text{level of significance } (0.05)^2 \\
 &= \frac{293}{1 + 293(0.0025)} \\
 &= \frac{293}{1 + 0.7325} \\
 &= \frac{293}{1.7325}
 \end{aligned}$$

Sample size (n) = 169.1 approximately 169. Data was collected through a structured questionnaire distributed to the 169 sampled respondents. The data was analyzed, and the hypotheses were tested using the Spearman's Rank Order Correlation Coefficient as a statistical tool. The choice for this statistical tool is because; it is suitable to test for the relationship or association between two variables.

DATA PRESENTATION, ANALYSIS AND DISCUSSION OF FINDINGS

Data Presentation

Table 1: Questionnaire Distribution

Numbers	Questionnaire	Percentage (%)
No. Sent out	169	100%
No. Returned	160	95%
No. Not Returned	9	5%

Source: field survey, 2024.

Questionnaires were given to (169) respondents representing (100%). 160 of the said sum of questionnaires were filled and successfully returned representing (95%) while (9) of the said sum were not returned also representing (5%). It must be stated that the analysis is based on the (160) returned questionnaires from the respondents of the study.

Reliability Analysis

For the purpose of accepting the data generated from the questionnaire, reliability measures were first applied to measure the concepts investigated in the research study. The reliability analysis in Table 2 below indicates that the variables had Cronbach's alpha value of ≥ 0.8 which is accepted as reliable measure. Thus, it can be accepted that the research instrument measured the variables of the study.

Table 2: Result of Reliability Analysis

Variable	Cronbach's Alpha
Consistency	0.857
Impartiality	0.883
Employee Commitment	0.872

Source: SPSS 23.0 Output (based on 2024 field survey data)

Table 3: Descriptive Statistics (All Variables)

		Consistency	Impartiality	Employee Commitment
N	Valid	71	71	71
	Missing	0	0	0
Mean		4.0986	3.8404	3.5931
Std. Deviation		1.07407	1.10964	1.13170
Sum		291.00	272.67	255.11

Source: SPSS 23.0 Output (based on 2024 field survey data)

The information in Table 4 is showing the descriptive statistics of the indicators of the independent variables (Consistency and Impartiality) and it also showing descriptive statistics of the dependent

variable (Employee Commitment). As revealed in the table 4 above, Consistency had a mean of (4.0986) and a standard deviation of (1.07407). Impartiality had a mean of (3.8404) and a standard deviation of (1.10964). Employee Commitment had a mean (3.5931) and a standard deviation of (1.13170).

The mean values of all the variables were greater than 3; this implies that the required average of a five point likert scale is $1+2+3+4+5 = 15$ for which if divided by 5 will give us 3. The researchers consequently upheld the study variables.

Data Analysis

In this section, the formulated hypotheses were tested adopting Spearman Rank Order Correlation Coefficient (ρ). All the analyses were carried out with the aid of the Statistical Package for Social Sciences (SPSS) version 23.0.; while the decision rule that guided the test of hypotheses is, if significant/probability value (PV) < 0.05 (level of significance) = reject the null and conclude significant relationship and if the significant probability value (PV) > 0.05 (level of significance) = accept the null and conclude insignificant relationship; while in determining the degree or strength of relationship between the variables under focus, this study adopted the categorization key set by Evans (1996) as follows:

Table 4: Description on Range of correlation (r) values and the corresponding Level of Association

Range of r with positive and negative sign values	Descriptive level of Association	Remark of
0.00 - 0.19	Very Low	Very Weak
0.20 - 0.39	Low	Weak
0.40 - 0.59	Moderate	Moderate
0.60 - 0.79	High	Strong
0.80 - 1.0	Very High	Very Strong

The sign of the correlation coefficient indicate the direction of relationship or association between the variables: thus (+) depicts a positive relationship while (-) depicts a negative one. The strength of the relationship is determined by the magnitude of the correlation coefficient (r): where zero (0) value indicate no relationship and one (1) indicates a perfect relationship. Hence the closer the value is to 1 tells of a strong relationship and the closer the value is to zero (0) tells of a weak relationship.

Table 5: Correlation Analysis (Consistency and Employee Commitment) Correlations

		Consistency	Employee Commitment
Spearman's rho	Consistency		
	Correlation Coefficient	1.000	.821**
	Sig. (2-tailed)	.	.000
Employee Commitment	N	71	71
	Correlation Coefficient	.821**	1.000

Sig. (2-tailed)	.000	.
N	71	71

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

Source: SPSS 23.0 Output (based on 2024 field survey data)

Table 5 above revealed the correlation analysis between of the independent variable consistency and the dependent variable Employee Commitment. The table revealed that the correlation coefficient on the relationship between variables is 0.821** based on the categorization in Table 4, the r value indicates a very strong positive relationship. While the correlation coefficient denotes that a positive relationship exists between variables which invariable means increased employee commitment is associated with increased consistency of justice.

Test of hypothesis 1

H₀₁: There is no significant relationship between consistency and employee commitment of ministry of works Asaba.

As established in the Table 5, the significant/probability value is 0.000; this value is less than 0.05 level of significance, the researchers therefore rejects the null hypothesis and accepts a significant relationship between consistency and employee commitment.

Table 6: Correlation Analysis (Impartiality and Employee Commitment)
Correlations

			Impartiality	Employee Commitment
Spearman's rho	Impartiality	Correlation Coefficient	1.000	.606**
		Sig. (2-tailed)	.	.000
		N	71	71
	Employee Commitment	Correlation Coefficient	.606**	1.000
		Sig. (2-tailed)	.000	.
		N	71	71

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

Source: SPSS 23.0 Output (based on 2024 field survey data)

Table 6 above reveals the correlation analysis between impartiality and employee commitment. The table revealed that the correlation coefficient on the relationship between the variables is 0.606**based on the categorization in Table 4, the r value indicates a strong relationship while the correlation coefficient denotes that a positive relationship which invariable mean that, increased in employee commitment is associated with increased impartiality of justice.

Test of hypothesis 2

H₀₂: There is no significant relationship between impartiality and employee commitment of ministry of works, Asaba.

As exhibited in the Table 6, the significant/probability value is 0.000; this value is less than 0.05 level of significance, the researchers therefore rejects the null hypothesis and accepts a significant relationship between impartiality and employee commitment.

Discussion of Findings

The analyzed data and tested hypotheses revealed that:

1. There is a significant relationship between consistency and employee commitment. In Table 5 above, the correlation coefficient on the relationship between consistency and employee commitment is 0.821**based on the categorization in Table 4, the r value

indicates a very strong relationship while the correlation coefficient denotes a positive relationship which invariably mean that increased in employee commitment is associated with increased consistency of justice. This finding validate with the reviewed literature. According to Bill and Richard (2025) argued that consistency is defined as treating all employees equally with the standard and procedures of the organization, which in turn will enhance the employee's commitment to the organization.

2. There is a significant relationship between impartiality and employee commitment In Table 6 the correlation coefficient on the relationship between the variables is 0.606**based on the categorization in Table 4, the r value and correlation coefficient denotes a strong and positive relationship which invariably mean that, increased employee commitment is associated with increased impartiality of justice. As revealed in the reviewed literature, Managers that plan to achieve optimum productivity as well as gain advantage over its competitors must treat their employees justly in all dealings. According to Cropanzano et al (2018), impartiality is defined as the state of being just to all. The state at which organizational leaders treat their workers equally in terms of distribution of resources, job task and other organizational assignment is termed as impartiality (Jollimor, 2021).

CONCLUSION AND RECOMMENDATIONS

Based on the findings of the study, the researcher thus concludes that, there is a significant relationship between procedural justice and employee commitment. There is a significant relationship between consistency and employee commitment. There is a significant relationship between impartiality and employee commitment. Rooted in the study's findings, the researchers thus recommended that:

2. Organizations that seek to enjoy employee commitment should deem it necessary to set a procedural justice that creates enabling environment for employees to adhere to.
3. Organizations that seek to experience affective, continuance and normative commitment of employees should be impartial and consistent in their procedural justice.

REFERENCES

- Adams, J. S. (1965). Inequity in social exchange. In L. Berkowitz (Ed.), *Advances in experimental social psychology*, 2, New York: Academic Press, 267-299.
- Akanbi et al., (2023). Impact of perceived organizational justice on organizational commitment of a food and beverage firm in Nigeria. *International Journal of Humanities and Social Science*, 3 (14), 207-218.
- Arif Hassan (2022). Organisational Justice as a Determinant of Organisational Commitment and Intention to Leave. *Asian Academy of Management Journal*, 7(2), 55–66.
- Adams, J.S. (2023). Toward an understanding of inequity. *Journal of Abnormal and Social Psychology*, 2 (4) 233-266.
- Afsanepurak, S. A., Rasool, N. S. H., Seyfari, M. K., & Zeinab, M.N., (2022). The relationship between organizational socialization and organizational commitment in physical education departments' employees in Mazandaran-Iran. *International Journal of Academic Research in Business and Social Sciences*, 5 (6) 55-70.

- Baridam, D. (2021). *Research methods in administrative sciences*. Port Harcourt: Sherbrook Associates. Pp56-61.
- Bergmanñ T.J., Lester S.W., De Meuse K.P. & Grahn J.L. (2000). Integrating the three domains of employee commitment: an exploratory study. *Journal of Applied Business Research*. 16 (4), 15-26.
- Bill, C. & Richard, H. (2025). Consistency does not equal fairness. Retrieved from <http://www.reliableplant.cpJcad 9661 consistency-fairness>
- Blau, G. (2018). Testing generalize ability of a career commitment and its impact on employee turnover. *Journal of Vocational Behavior*, 35 (1), 88-193.
- Blau, G., Tatum, S. D. & Ward-Cook, K. (2023). Correlates of professional versus organizational withdrawal cognitions, *Journal of Vocational Behaviour*, 6(3), 72- 85.
- Blau, G. (2017). Does a corresponding set of variables for explaining voluntary occupational turnover. *Journal of Vocational Behavior*, 8(11), 88-100.
- Boehman, K. (2016). *Affective, continuance, and normative commitment among student affairs professionals*. Unpublished Doctoral Dissertation. North Carolina State University, Raleigh, NC.
- Bowen, D. E., Gilliland, S. W., & Folger, R. (2019). *HRM and service justice: How being just with employees spills over to customers*. *Organizational Dynamics*, 2 (7), 7-23.
- Brockner, J. (2024). Perceived fairness and survivors reactions to layoffs, or how downsizing organizations can do well by doing well. *Social Justice Research*, 5 (6), 661-669.
- Burns, M.& Grove, K. (2023). Research design and methodology, Retrieved from: [http://www.gobookee.org/getbook.php?u=Retrieved on \(April.15.2024\)](http://www.gobookee.org/getbook.php?u=Retrieved on (April.15.2024)).
- Canipe, J. (2016). Relationships among trust, organizational commitment, perceived organizational support, and turnover intentions. *Unpublished Doctoral Dissertation*.
- Clugston, M. (2020). The mediating effects of multidimensional intention to leave nursing. Journal of multidimensional commitment on job satisfaction and intent to leave. *Journal of organizational behavior*, 4(2), 56-70.
- Cohen, A. (2018). An examination of the relationship between work commitment and work outcomes among hospital nurses. *Scandinavian Journal of Management*, 6 (2) 872-990.
- Cropanzano, R., Bowen, D.E. & Gilliland, S.W. (2018). The of organizational justice; academy of management perspectives. *Journal of Accounting Management*, 3 (6) 77-89.
- Cropanzano, R., Slaughter, J. E., & Bachiochi, P. D. (2015).Organizational justice and black applicants' reactions to affirmative action. *Journal of Applied Psychology*, 8 (4) 54-60.

- FaribaRafei-Dehkordi, Sardar Mohammadi & MozafarYektayar (2023). Relationship of organizational justice and organizational commitment of the staff in general directorate of youth and sports in Chahar MahalVa Bakhtiari Province. *European Journal of Experimental Biology*, 3(3), 696-700.
- Goodin, E. R. (2020). Temporal Justice. *Journal of Social Policy*. 39(1), 1-16.
- Kumar, K, Bakhshi, A & Rani, E, (Oct, 2019). Organizational justice perceptions as predictor of job satisfaction and organizational commitment, *The IUP Journal of Management Research*, 8 (10), 24-37.
- Schmitt, M., & Dorfel, M. (2019). Procedural injustice at work, justice sensitivity, job satisfaction and psychosomatic well-being. *European Journal of Social Psychology*, 29 (4), 44-53.
- Sunshine, J., & Tyler, T. R. (2023b). Moral solidarity, identification with the community, and the importance of procedural justice: The police as prototypical representatives of a group's moral values. *Social Psychology Quarterly*, 66, 153-165.
- Sunshine, J., & Tyler, T. R. (2023a). The role of procedural justice and legitimacy in shaping public support for policing. *Law & Society Review*, 37 (3), 513-548.
- Viswesvaran, C. & Ones, D.S. (2022). Examining the construct of organizational justice: a meta-analytic evaluation of relations with work attitudes and behaviors. *Journal of Business Ethics*, 38 (3), 193-203.