



Spectrum Journal of Innovation, Reforms and Development

Volume 06, Aug, 2022

ISSN (E): 2751-1731

Website: www.sjird.journalspark.org

**ORGANISATIONAL JUSTICE AND ORGANISATION COMMITMENT IN
SELECTED GOVERNMENT-OWNED PARASTATALS IN RIVERS STATE,
NIGERIA**

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Abstract

The study examined the relationship between organizational justice and organizational commitment. A total of 450 employees were randomly chosen from 20 purposively selected Federal, State and Local Government-owned agencies in Rivers State, Nigeria. A quasi-experimental design was utilized, and data was collected through a cross-sectional survey as it is the most appropriate for the administrative sciences. The Spearman Rank Correlation Coefficient and the Multiple Regression Model via the Statistical Package for Social Sciences (SPSS) Version 15 were utilized for data analysis. The result of data analysis unveiled a positive but weak and significant association between organizational justice and organizational commitment across the chosen government-owned agencies. Specifically, distributive justice, procedural justice, and interactional justice were identified to exert a positive but weak influence on employees' affective, normative, and continuance commitments respectively in the Federal, State, and Local Government-owned agencies in Rivers State. Consequent to these findings, the study concludes that the execution of distributive justice, procedural justice, and interactional justice in the Federal, State, and Local Government-owned agencies in Rivers State was not satisfactory enough as to elevate employees' affective, normative, and continuance commitments to the organization. The theoretical and managerial implications of these findings were also discussed.

Keywords: Affective Commitment, Continuance Commitment, Distributive Justice, Government-Owned agencies, Interactional Justice, Nigeria, Normative Commitment, Organisational Justice, Organisational Commitment, Organisational Performance, Procedural Justice, Rivers State.

Introduction

CONTEXT OF THE PROBLEM

Although technical competence is important, it is not enough for success. Alongside this, enterprise managers must also address the personal needs and concerns of their employees. Recognizing this, managers are increasingly understanding the significance of human social interaction in the effective functioning of organisations. People are social beings, and organisations need to create environments that encourage social interaction among employees. Most scholars emphasize the importance of considering both technical proficiency and the social needs of employees for organizational success. To this end, managers are increasingly recognizing the significance of human social engagement in fostering productive environments



(Baridam and Nwibere, 2008: 250). In social relationships, Sigmund Freud's analogy of humans and porcupines is fitting: suggesting that like porcupines, people prick and can hurt each other if they get too close, and they can feel distant and cold if they are too far apart (Baridam and Nwibere, 2008: 250).

Institutions rely on individuals who seek a fair balance between their efforts and rewards (Baridam and Nwibere, 2008: 82). Fairness is crucial in organizational and social interactions, and theories of social and interpersonal justice provide insights into organizational behaviours. Employee perceptions of fairness profoundly influence their attitudes, behaviors, and ultimately, organizational success, necessitating research in organizational justice (Adams, 1965).

Adams's equity theory has traditionally dominated research on organizational justice, suggesting that individuals compare their input-to-output ratios with those of their peers (Cropanzano, 1993). Disparities in perceived ratios can lead to feelings of inequity, impacting emotions and behaviours. Recent years have seen increased attention to fairness in organizations due to its significant impact on employee attitudes and behaviours. Fairness, therefore, is now central to modern managerial concerns, encompassing various aspects such as equal employment opportunities and fair compensation (Folger, 1984).

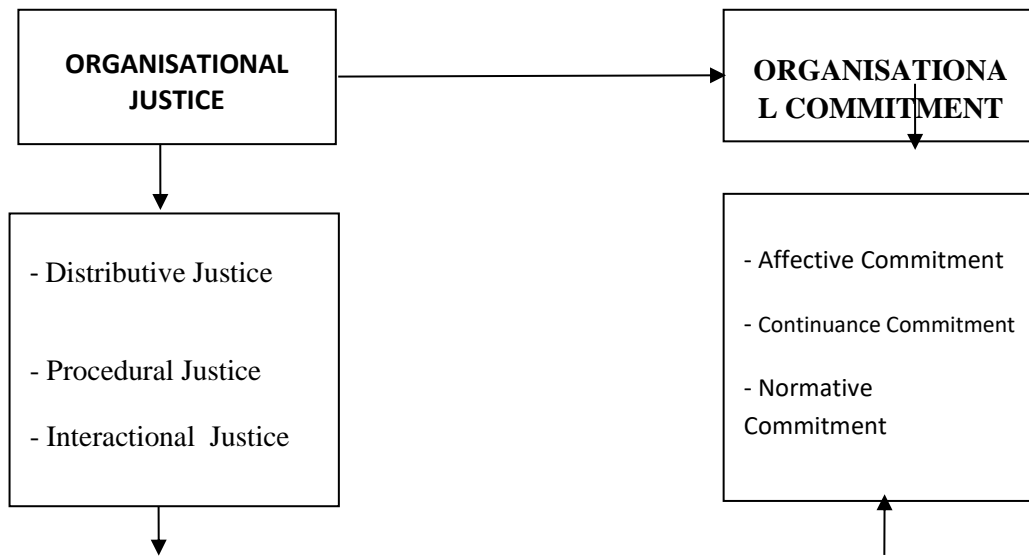
Organizational justice in management literature refers to fair treatment of employees, encompassing fairness perceptions regarding workplace procedures, interactions, and outcomes (Cropanzano, 2001). It includes procedural, interactional, and distributive justice components, evaluating decision-making fairness, courteous treatment, and satisfaction with outcomes (Baldwin, 2006). Empirical evidence supports the influence of distributive and procedural justice on job satisfaction, organizational trust, and behavioural intentions (Alexander and Ruderman, 1987; McFarlin and Sweeney, 1992).

From the above discussion, it is clear that there have been quite a number of studies on the concepts of organisational justice and organisational commitment. However, despite extensive studies on the subject, gaps in research persist, such as the unexplored relationship between organizational justice and employee commitment and the lack of understanding within Nigerian organizational settings (Nwibere, 2007). Therefore, there is a need to address these gaps by examining the influence of organizational justice on employee commitment within the Nigerian work environment.



Conceptual Framework

The figure below presents to conceptual framework for this study.



Source: conceptualized by the researcher

Figure 1: A Conceptual Framework Showing the Hypothesized Relationship between Organisational Justice and Organizational Commitment.

As shown in figure 1 above, the independent variable in this study is organisational justice and the dimensions adopted in this study include distributive justice, procedural justice, and interactional justice (Greenberg, 1987; Folger and Cropanzano, 1998). On the other hand, the dependent variable for this study is Organizational Commitment. The three components of this construct adopted in this study include Affective, Normative and continuance (Allen and Meyer, 1990; Meyer, Allen and Smith, 1993).

REVIEW OF RELATED LITERATURE

ORGANIZATIONAL JUSTICE

In earlier investigations into organizational justice, starting from the 1960s, the primary aim was to evaluate hypotheses regarding the allocation of remuneration and other work-related benefits. Subsequently, concerns about equity in the workplace have been articulated across various organizational spheres such as employee recruitment, performance assessment, conflict resolution, wage negotiation, and dispensation of organizational privileges, among others. Consequently, a diverse array of justice approaches has emerged (Coetzee, 2005).

Assessments of fairness hinge on a relatively straightforward process. According to Sheppard, Lewicki, and Minton (1992), appraising the fairness of a decision, action, or procedure entails evaluating it against two tenets: balance and correctness. Justice, in its distributive manifestation, necessitates an evaluation of balance, involving comparisons of one's work-related rewards with those of peers in analogous circumstances juxtaposed with input values. Greenberg (1987) terms this justice form distributive justice. Conversely, correctness pertains



to the aptness of the decision under scrutiny and encompasses facets of consistency, precision, lucidity, and procedural exhaustiveness (Sheppard et al., 1992). Provided that procedures are transparent and consistently applied, employees perceive them as equitable. This variant of justice is commonly denoted procedural justice (Folger and Greenberg, 1985). In light of the above discourse, judgments on the perceived fairness of a decision or action hinge on determining whether it appears distributively and procedurally equitable. It merits mention that in tandem with the concepts of balance and correctness, management scholars (Greenberg, 1987; Folger and Cropanzano, 1998) have delineated two discrete conceptualizations of organizational justice: those centred on outcome or decision fairness (distributive justice) and those centred on procedural fairness (procedural justice). As scholarship on this pivotal management concept has advanced, a third organizational justice dimension, termed interactional justice, has surfaced. Interactional justice underscores the caliber of interpersonal treatment individuals receive within the work milieu. Given that distributive justice, procedural justice, and interactional justice collectively shape an individual's fairness perception, they constitute integral facets of organizational justice (Greenberg, 1987; Folger and Cropanzano, 1998).

Each dimension of organizational justice will be scrutinized to elucidate the correlation between organizational justice and organizational commitment in selected Federal, State, and Local Government-owned Parastatals in Rivers State.

ORGANIZATIONAL COMMITMENT

Presently, the prevalent understanding of organizational commitment delineates it as "the relative intensity of an individual's identification with and involvement in a specific organization" (Mowday et al., 1982: 27). This commitment is characterized by three elements: (1) a steadfast belief in the organization's mission and objectives; (2) a readiness to exert significant effort to advance the organization's objectives; and (3) an anticipation of enduring association with the organization (Balfour and Wechsler, 1990). Implicit in these commitment dimensions are behavioral and attitudinal aspects (Chonko, 1986).

Scholarship in management literature has identified three principal dimensions of organizational commitment: affective commitment, continuance commitment, and normative commitment (Meyer and Allen, 1991). Given the empirical evidence highlighting conceptual disparities among them, it seems plausible to contend that each commitment component evolves somewhat autonomously from others, influenced by distinct antecedents. Firstly, affective commitment pertains to an employee's emotional affinity, identification with, and engagement in the organization (predicated on positive sentiments toward the organization). In this scenario, an individual ardently aligns with the organization's objectives and aspires to sustain organizational affiliation, epitomizing the ideal 'content' state for an individual. Secondly, continuance commitment denotes a predisposition to maintain consistent behavioral patterns (Becker, 1960: 33), premised on the individual's acknowledgment of the 'costs' associated with discontinuing these patterns (Becker, 1960; Farrel and Rusbult, 1981; Rusbult & Farrel, 1983). This implies that commitment is contingent on the perceived costs of departing from the organization due to perceived investment or sunk costs. Thirdly, the normative facet



of organizational commitment revolves around beliefs regarding one's duty toward the organization. Normative commitment signifies an employee's sense of obligation to sustain organizational ties (stemming from internalization of the organization's values and objectives). An individual's retention in the organization is motivated by a sense of obligation, possibly due to substantial organizational investments in their training, thus fostering a sense of indebtedness.

It is pertinent to note that affective, continuance, and normative commitments are best construed as distinct components rather than commitment types; hence, employees may experience varying degrees of these psychological states. Some employees may concurrently feel a strong need and obligation to remain but lack the desire to do so, while others may lack both the need and obligation but possess a strong inclination to stay, and so forth. The aggregate of an individual's commitment to the organization reflects the interplay of these distinct psychological states.

RESEARCH METHODOLOGY

Operational Measures of Variables

The independent variable in this study is organizational justice, encompassing distributive justice, procedural justice, and relational justice (Greenberg, 1987; Folger and Cropanzano, 1998). Each of these dimensions was operationalised as follows: The operational measures for procedural justice drew from prior research by Elovainio, Kivimäki, and Vahtera (2002), Nichoff and Moorman (1993), and Moorman (1991). The operational measures for interactional justice were rooted in studies by Elovainio, Kivimäki, and Vahtera (2002), Moorman (1991), Nichoff and Moorman (1993), and Price and Mueller (1986). The operational measures for distributive justice relied on earlier work by Nichoff and Moorman (1993) and Price and Mueller (1986). Sample items for all three aspects of organizational justice are provided in the appendix. These dimensions were assessed on a Likert-type scale ranging from 1 to 5. The scale ranged from strongly agree (5) to strongly disagree (1) (see appendix).

Conversely, the dependent variable in this study (Organizational Commitment) was measured with the Organizational Commitment Questionnaire (OCQ). The three facets of this construct (Affective, Normative, and Continuance) were evaluated using an 18-item gauge devised by Allen and Myer (1990) and the scales by Meyer, Allen, and Smith (1993). Each measure of organizational commitment comprised six items (see appendix). The OCQ assessed the employee's identification level with their organization, with responses ranging from strongly agree (5) to strongly disagree (1), where a higher score indicates greater commitment.

It's worth noting that these instruments were adapted to align with the study's objectives and the distinctive environmental context of Nigeria.

Test of Validity and Reliability:

Several steps were undertaken

to ensure the validity and reliability of reseaserch instrument for this study. To evaluate the validity of the survey instrument, copies of the questionnaire were distributed to colleagues in Organizational Behavior and Management, as well as practicing managers, who were invited



to provide feedback. Their suggestions and critiques were duly noted and incorporated to enhance the instrument, ensuring face and content validity. Moreover, experts affirmed the adequacy of sampling validity within the organizations under study. Additionally, data triangulation, member checks, and peer examinations were employed to bolster validity.

To ensure reliability, two key steps were taken. Firstly, data were triangulated from multiple sources. Secondly, the internal consistency of the survey instrument was assessed using Cronbach's alpha coefficients, with only items returning values of 0.7 and above considered.

Data Analysis Method:

To empirically assess the relationship between the independent and dependent variables, the Multiple Regression Model and Spearman Rank Statistical Techniques were employed using SPSS. The choice of the Multiple Regression Model was apt given the ordinal scale of all variables in this study. Similarly, the selection of Spearman's rho was informed by its suitability for the data's type and level. Furthermore, a multi-step, systematic content analysis procedure, alongside basic descriptive statistical techniques, was utilized to analyze the data collected.

RESEARCH RESULTS AND ANALYSIS OF FINDINGS

Data per se cannot convey any significant meaning unless they are subjected to statistical tests. Hence, our hypothesis will be subjected to statistical tests using the data so collected.

Table 1: Results of Regression Analysis between Organisational Justice and Organisational Commitment.

Independent variable	R	R ²	Adjusted R ²	F	Prob.	T	Prob.
OrgJus	.447	.200	.197	73.422	.000	8.410	.000

According to the findings displayed in Table 1, the adjusted coefficient of determination (R^2) stands at 0.200. This suggests that merely 20.0 percent of the fluctuation in the dependent variable (organisational commitment) within the Federal, State, and Local Government-owned Parastatals in Rivers State can be attributed to the independent variable (organisational justice). Additionally, the tabulated data reveals that the F-calculated amounts to 73.422, with a corresponding significance value below 0.01, specifically 0.000, signifying the model's significance.

The computed t-value equals 8.410, and its associated significance value, 0.000, falls below the threshold of 0.01. Consequently, the null hypothesis is rejected, leading to the conclusion that organizational justice positively and significantly influences employees' commitment to the organization ($r = 8.410$, $p < 0.01$).

Tables 2a, 2b, and 2c presented subsequently indicate that each dimension of organisational justice exhibits a positive but weak association with the diverse indicators of organisational commitment.



Table 2a: Results of Regression Analysis between the Dimensions of Organisational Justice and Affective Commitment.

Independent variable	R	R ²	Adjusted R ²	F	Prob.	Beta	T	Prob.
Global	.392	.154	.145	17.662	0.00	-	-	-
DisJus						.143	2.566	0.011
ProJusl						.327	5.679	.000
InterJus						.022	.399	.690
Constant						1.602	7.089	.000

Table 2b: Results of Regression Analysis between different dimensions of Organisational Justice and Continuance Commitment.

Independent variable	R	R ²	Adjusted R ²	F	Prob.	Beta	T	Prob.
Global	.512	.262	.254	34.519	0.00	-	-	-
DisJus						.197	3.804	.000
ProJusl						.388	7.219	.000
InterJus						.115	2.190	.029
Constant						1.196	6.142	.000

Table 2c: Results of Regression Analysis between Different Dimensions of Organisational Justice and Normative Commitment.

Independent variable	R	R ²	Adjusted R ²	F	Prob.	Beta	T	Prob.
Global	.481	.232	.224	29.348	0.00	-	-	-
DisJus						.211	3.986	0.000
ProJusl						.321	5.841	.000
InterJus						.162	3.033	.003
Constant						1.223	6.185	.000



Table 3: Results of Spearman Rank Correlation between the Dimensions of Organisational Justice and Measures of Organisational Commitment.

Type	Variables I	Statistics	Distributive Justice	Procedural Justice	Interactional Justice	Affective Commitment	Normative Commitment	Continuance Commitment	Corporate Culture	Organizational Commitment	Organizational Justice
Spearman's rho	Distributive Justice	Correlation Coefficient Sig. (2-tailed) N	1.000 296								
	Procedural Justice	Correlation Coefficient Sig. (2-tailed) N	.238 ** .000 296	1.000 296							
	Interactional Justice	Correlation Coefficient Sig. (2-tailed) N	.039 ** .000 296	.331 ** .000 296	1.000 296						
	Affective Commitment	Correlation Coefficient Sig. (2-tailed) N	.224 ** .000 296	.366 ** .000 296	.163 ** .000 296	1.000 296					
	Normative Commitment	Correlation Coefficient Sig. (2-tailed) N	.289 ** .000 296	.419 ** .000 296	.299 ** .000 296	.827 ** .000 296	1.000 296				
	Continuance Commitment	Correlation Coefficient Sig. (2-tailed) N	.297 ** .000 296	.473 ** .000 296	.249 ** .000 296	.806 ** .000 296	.942 .000 296	1.000 296			
	Corporate Culture	Correlation Coefficient Sig. (2-tailed) N	.273 ** .000 296	.473 ** .000 296	.254 ** .000 296	.392 ** .000 296	.356 .000 296	.388 .000 296	1.000 296		
	Organizational Commitment	Correlation Coefficient Sig. (2-tailed) N	.246 ** .000 296	.342 ** .000 296	.288 ** .000 296	.820 ** .000 296	.919 ** .000 296	.866 ** .000 296	.369 ** .000 296	1.000 296	
	Organizational Justice	Correlation Coefficient Sig. (2-tailed) N	.429 ** .000 296	.640 ** .000 296	.512 ** .000 296	.351 ** .000 296	.486 ** .000 296	.504 ** .000 296	.716 ** .000 296	.450 ** .000 296	1.000 296

Note: Probability is in respect of a two-tailed test

In particular, the influence of distributive justice, procedural justice, and interpersonal justice were identified to exert a positive but weak relationship with employees' affective commitment (Rho= 0.224, $p < 0.01$; Rho= 0.366, $p < 0.01$; and Rho= 0.163, $p < 0.01$ respectively). Likewise, distributive justice, procedural justice, and interpersonal justice were demonstrated to have a positive but weak relationship with employees' normative commitment (Rho=0.289, $p < 0.01$; Rho= 0.419, $p < 0.01$; and Rho= 0.299, $p < 0.01$ respectively). Additionally, distributive justice, procedural justice, and interpersonal justice were also observed to negatively affect continuance commitment (Rho= 0.297, $p < 0.01$; Rho= 0.473, $p < 0.01$; and Rho= 0.249, $p < 0.01$ respectively). Drawing from these findings, the research concludes that the implementation of distributive justice, procedural justice, and interactional justice within the Federal, State and Local Government-owned agencies/Parastatals in Rivers State was not satisfactory enough to foster the employees' affective, normative, and continuance commitments to the organization.

DISCUSSION OF FINDINGS, CONCLUSION, AND RECOMMENDATION

Several years back, Robert Owen, a Scottish administrator, aptly contended that employees, as human resources, ought to be perceived as "vital machines." He drew parallels between workers and machinery, suggesting that if workers were maintained akin to machines—kept in



good repair, lubricated, and cleaned—the effort invested in their care would yield increased/augmented productivity. Owen asserted that if this principle held true for "inanimate or lifeless machines," it must also apply to "vital machines." Building upon Owen's assertions and the contributions of previous scholars, it can be posited that while technical proficiency among employees is indispensable, it alone does not guarantee success. The pursuit of equity is deemed fundamental in any social framework, including workplaces (Miller, 2001).

Human beings inherently formulate perceptions of fair exchange by juxtaposing their circumstances with those of others in the marketplace. They are also influenced by peers in establishing these benchmarks and in their responses regarding the balance between input and output ratios. Continuously, employees assess whether there exists parity between their efforts (in terms of performance) and the rewards they receive. Equity, defined as the perceived fairness in reward allocation, is pivotal. A fair scenario entails that individuals with comparable inputs reap analogous rewards. Employees naturally compare or measure their efforts and rewards against those of their counterparts in similar work settings. This motivational theory presupposes that individuals are driven by a desire for equitable treatment at work (Baridam and Nwibere, 2008).

The current findings unveil a positive but weak correlation between distributive justice and organizational commitment. Employees perceive the equitable and consistent dispensation of work-related rewards and organizational favours as manifestations of the organization's commitment to them. Consequently, they reciprocate with a positive demeanor and behaviour at work. Employees continually evaluate the organization's treatment of them, reflecting their perceptions in their attitudes, behaviour, and emotional disposition. Interviews with respondents underscored instances where organizational favours within government-owned agencies/parastatals, including the Nigerian civil service, were distributed based on regressive criteria such as quotas system, ethnicity, or loyalty to authorities, potentially accounting for the positive but weak correlation between distributive justice and organizational commitment.

Similarly, the findings revealed a positive but weak association between procedural justice and organizational commitment. This underscores that while outcomes (distributive justice) are significant, the manner in which decisions are made holds equal importance. Employees value fair procedures and perceive them as indicative of management's commitment, thus reciprocating with commitment to the organization. This finding aligns with previous research highlighting the positive outcomes of procedural justice, including organizational commitment and trust in leadership (Skarlicki and Foyger, 1997).

Interviews with respondents support the notion that in Nigerian organizations, management holds control over rewards and punishment, fostering hierarchical, bureaucratic, and stifled environments. To enhance procedural justice, it is recommended that the Nigerian civil service adopt Leventhal, Karuza, and Fry's (1980) seven components of procedures conducive to justice attainment. Additionally, the allocation preference theory posits that procedures meeting certain criteria are perceived as instrumental in achieving justice, emphasizing the importance of fair procedures in organizational contexts.

Furthermore, the findings indicate a positive relationship between interactional justice and organizational commitment. When employees perceive fairness in interpersonal treatment



during organizational procedures, they interpret it as management's commitment, reciprocating with commitment to the organization. Attributes of interpersonally fair procedures include truthfulness, respect, propriety, and justification, underscoring the need for re-evaluation of interpersonal relations within the Nigerian civil service.

Lastly, corporate culture significantly moderates the relationship between organizational justice and commitment. Definitions of fairness are influenced by prevailing cultural norms, with Nigeria emphasizing meritocracy and equality in reward distribution. The emphasis on quotas and bandwagon promotion policies may shape perceptions of fairness within the Nigerian civil service.

Based on the findings and conclusion above, the following recommendations are made:

- i. Managers/administrators in the Nigerian civil service should be fair in the distribution of outcomes and organisational favours (distributive justice) as this would enhance employee satisfaction and commitment to the organization in affective, normative, and continuance terms.
- ii. Managers/administrators in the Nigerian civil service should also should prioritize the establishment of fair and transparent decision-making processes (procedural justice), as this is capable of enhancing employees' commitment to the organizational commitment in affective, normative, and continuance terms.
- iii. Managers/administrators in the Nigerian civil service should also prioritize interactional justice, which refers to the quality of interpersonal treatment during the decision-making process, as this plays a crucial role in influencing employees' commitment to the organization. It is important that managers/ administrators in the Nigerian Civil Service should ensure that employees are treated with respect and dignity throughout the decision-making process. This is particularly so because when employees feel respected and valued during the decision-making process, they are more likely to develop a stronger sense of commitment towards the organization. This can lead to higher levels of employee engagement and productivity, ultimately benefiting the overall success of the organization. Promoting a respectful and supportive interpersonal interactions in the workplace will foster a climate of organizational justice and ultimately improve overall organizational commitment and employees' performance.

Taken together, Managers/administrators in the Nigerian civil service should strive to prioritize organizational justice in order to promote a culture of commitment and enhance overall organizational performance. By establishing fair decision-making processes, promoting respectful interpersonal interactions, and fostering a positive work environment, organizations can create a strong foundation for employee loyalty, satisfaction, and commitment, ultimately leading to increased productivity and overall success.

Theoretical and Managerial Implications

The findings of this study has several theoretical and managerial implications of organizational justice and organizational commitment. The findings suggest that prioritizing organizational justice can lead to a positive work environment, increased employee commitment, and



improved overall organizational performance. Therefore, it is crucial for managers and administrators in the Nigerian Civil Service to focus on establishing fair distribution of organizational favours (distributive justice), fair decision-making processes (procedural justice), promoting respectful interpersonal interactions (interpersonal justice), and fostering a culture of commitment.

Generally, research has shown that when employees are highly committed to the organization, they are more likely to go above and beyond their usual call of job duties, resulting in increased innovation and efficiency. This highlights the significance of fostering organizational justice in order to promote a culture of commitment and enhance overall organizational performance. This also highlights the potential long-term benefits of prioritizing organizational justice, as it can not only improve employee commitment and satisfaction but also have a positive impact on the organization's reputation and ability to attract and retain top talent. Moreover, research has suggested that organizations that prioritize organizational justice are also more likely to experience higher levels of employee morale and motivation, leading to increased productivity and overall success. This further emphasizes the importance of organizational justice in fostering a positive work environment and achieving organizational goals.

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APPENDIX

ORGANISATIONAL JUSTICE SCALE						
S/N	Items	Strongly Disagree =1	Disagree =2	Neutral/ Not Sure =3	Agree =4	Strongly Agree=1
Distributive Justice: Based on the works of Nichoff and Moorman (1993) and <i>Price and Mueller (1986)</i> a structured questionnaire was developed. The scale was based on the degree to which the respondent agreed with the following statements concerning the distribution of the rewards and organisational favours:						
1.	Rewards in this organisation are distributed based on merit. That is the people who work hardest or produce the most should get the greatest rewards (equity norm).					
2.	Every member gets the same share of rewards, regardless of effort (the notion of equality)					
3.	Every member receives rewards in proportion to their needs (the need norm).					
4.	I get rewards that I expect					
5.	I get rewards that I deserve					
6.	My supervisor has fairly rewarded me when I consider the responsibilities I have.					
7.	My supervisor has fairly rewarded me when I take into account the amount of education and training that I have.					
8.	My supervisor has fairly rewarded me when I consider the stresses and strains of my job.					
9.	My supervisor has fairly rewarded me when I consider the work that I have done well.					
Procedural Justice: Based on the work of Elovainio, Kivimäki, and Vahtera, (2002); Nichoff and Moonman (1993) and Moorman, (1991) a structured questionnaire was developed. The scale was based on the degree to which the respondent agreed with the following statements concerning the procedures used at the workplace:						
1.	Job decisions are made by my supervisor in an unbiased manner					
2.	My supervisor makes sure that all employees' concerns are heard before job decisions are made.					
3.	To make job decisions, my supervisor collects accurate and complete information necessary for making decisions.					
4.	My supervisor clarifies decisions and provides additional information when requested by employees.					
5.	Employees are allowed to challenge or appeal job decisions made by my supervisor.					
6.	Procedures are designed to generate standards so that decisions can be made with consistency.					
7.	All job decisions are applied consistently across all affected employees.					
Interactional Justice: Based on the works of Elovainio, Kivimäki, and Vahtera, (2002); Moorman, (1991); Nichoff and Moorman (1993) and <i>Price and Mueller (1986)</i> a structured questionnaire was developed. The scale was based on the following statements about the general behaviour of the respondent's supervisor:						
1.	When decisions are made about my job, my supervisor treats me with kindness and consideration.					
2.	When decisions are made about my job, my supervisor treats me with respect and dignity.					
3.	When decisions are made about my job, my supervisor is sensitive to my personal needs.					
4.	When decisions are made about my job, my supervisor deals with me in a truthful manner.					
5.	When decisions are made about my job, my supervisor considers my viewpoint and treats me fairly.					
6.	When decisions are made about my job, my supervisor shows concern for my rights as an employee.					
7.	Concerning decisions about my job, my supervisor discusses the implications of the decision with me.					
8.	My supervisor is able to suppress personal biases.					



9	My supervisor does not play favourites.					
10	My Co-workers does not put each other down					
ORGANISATIONAL COMMITMENT QUESTIONNAIRE						
S/N	Items	Strongly Disagree =1	Disagree =2	Neutral/ Not Sure =3	Agree =4	Strongly Agree=1
Affective Commitment						
1.	I would be very happy to spend the rest of my career with this organization.					
2.	I enjoy discussing my organization with people outside it.					
3.	I really feel as if this organization's problems are my own.					
4.	I think that I could easily become as attached to another organization as I am to this organization.					
5.	I do not feel like 'part of the family' at my organization.					
6.	I do not feel emotionally attached to this organization.					
Continuance Commitment						
1.	I am not afraid of what might happen if I quit my job without having another lined up.					
2.	It would be very hard for me to leave my organization right now, even if I wanted to.					
3.	Too much in my life would be disrupted if I decided I wanted to leave my organization now.					
4.	It wouldn't be too costly for me to leave my organization now					
5.	Right now, staying with my organization is a matter of necessity as much as desired.					
6.	I feel that I have too few options to consider leaving this organization.					
Normative Commitment						
1.	I think that people these days move from company to company too often.					
2.	I do not believe that a person must always be loyal to his or her organization.					
3.	Jumping from organization to organization does not seem at all unethical to me.					
4.	One of the major reasons I continue to work for this organization is that I believe that loyalty is important and therefore feel a sense of moral obligation.					
5.	If I got another offer for a better job elsewhere I would not feel it was right to leave my organization.					
6.	I was taught to believe in the value of remaining loyal to one's organization					

Source: Allen and Myer (1990) and Meyer, Allen, and Smith (1993)