

Impact of Organisational Justice on Organizational Commitment [A Study of Ogun State Property and Investment Corporation (OPIC), Ogun State]

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Abstract

The purpose of this study is to determine the impact of organizational justice on commitment. The study drew participant from the hospitality industry with a special focus on Ogun State Property and Investment Corporation (OPIC). A sample size of one hundred and twenty-eight (128) staff were selected with the aid of convenience sampling technique. The data were then presented in simple percentage frequency table while the hypotheses were tested using correlation co-efficient and OLS with the aid of Statistical Package for Social Science (SPSS, version 23). The research findings show that there is a significant relationship between distributive justice and organizational commitment. Also, there is a significant relationship between procedural justice and organizational commitment. Furthermore, informational justice does not significantly affect employee trust in management. Therefore, it is recommended that Procedural justice can be fostered further through employee involvement which gives them a voice during a decision-making process, influence over the outcome or by adherence to fair process criteria, such as consistency, lack of bias, correctability, representation, accuracy, and ethicality. And also, that employers should have and put into practice organizational justice in dealing with their employees so as to bring about committed employees who will eventually see to the survival of the organization through improved performance.

Keywords: *Distributive Justice, Procedural Justice, Interactional Justice, Informational justice, and Organizational Commitment*

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Background to the Study

Organisational justice is a personal evaluation about the ethical and moral standing of managerial conduct. The implication is that producing justice at the workplace requires that management should take the perspective of an employee (Cropanzano, Bowen and Gilliland, 2007). Also, Baldwin (2006) sees the term organisational justice as referring to the extent to which employees perceive workplace procedure, interaction and outcomes to be fair in nature. These perceptions can influence attitudes and behaviour for good or bad which in turn will have impact on employees' performance, commitment and organisational success. People in all facet of life are naturally attentive to the justice of events and situations in their everyday lives, across a variety of contexts (Tabibnia, Satpute and Lieberman, 2008).

Furthermore, the concept of organisational justice has been discovered by various Work Psychologists under three distinct, though overlapping, as distributive, procedural and interactional. These three forms of organisational justice tend to be correlated (Cropanzano, Bowen and Gilliland, 2007). They can be treated as three components of overall fairness (Ambrose and Arnaud, 2005; Ambrose and Schminke, 2007) and the three components can work together.

Justice perceptions can influence employees' attitudes and behaviour for good or ill, in turn having a positive or negative impact on their performance and the organization's success (Baldwin, 2006). Justice is therefore a basic requirement for the effective functioning of organizations and the personal commitment of the individuals they employ (McFarlin and Sweeney, 1992). Employee perceptions of organizational justice in terms of fair formal decision-making procedures (procedural justice), fair decision outcomes (distributive justice), fair interpersonal treatment (interpersonal justice) and information sharing (informational justice) by decision makers have been found to be related to a variety of work-related attitudes and behaviors including commitment (Colquitt, Conlon, Wesson, Porter, and Ng, 2001; Al-Zu'bi, 2010; Yucel, 2013; Akanbi and Ofoegbu, 2013).

Organizational commitment can be measured with the help of three major components i.e., normative component, affective component and continuance component. Actually, normative, affective and continuance components of organizational commitment stand for a psychological state of mind that suggests that whether or not an employee remains with an organization (Jain, Giga, and Cooper, 2009). Organizational commitment is found to be influenced by organizational justice (OJ). Organizational justice is a topic grasping social scientist's greatest interest. It is basically perception of people regarding fairness in organizations. In late 1960s Stacy Adams got the honor to be thought as the pioneer of research on justice. Generally speaking, after Adam organizational researchers have frequently distinguished and discussed three types of justice prominent in organizational and managerial settings. Before 1975, the center of attention in justice research was distributive justices, which refer to the perception of people in fair allocation of reward and resources amongst them, their co-workers and their

subordinates. The largest part of their efforts was founded in equity theory postulated by Adams (1965) in which people are recommended to establish whether the rewards they receive for their efforts are fair by making social judgments.

Statement of the Problem

Employees are the subject of decisions virtually every day of their organizational lives (Colquitt, 2001). In organizational settings, justice is not always administered through fair allocation of employment resources, provision of clear and adequate explanations for decisions made and employees are not always treated with dignity and respect during the implementation of policies and procedures (Cohen-Charash and Spector, 2001; Frontela, 2007).

Previous research to address this situation has demonstrated that employees' working conditions impacts on their commitment (Dehkordil, Mohammadi, and Yektayar, 2013). In a study on the effects of teachers' perception of organizational justice and culture on organizational commitment in Turkey, Yavuz (2010), suggested that the concepts of justice and commitment should be evaluated within different cultural environments and in different countries. Kipkebut (2010) after conducting a study of organizational commitment and job satisfaction in higher education institutes suggested that research should be extended to other sectors and institutions. To fill these gaps, this study investigated the role of organizational justice dimensions on organizational commitment in the hospitality industry.

Research Objectives

The main objective of the study is to examine the impact of organizational justice on organizational commitment. However, to achieve the purpose of the study the researcher outlined the following specific objectives:

- i. To establish the relationship between employee perceptions of distributive justice and organizational commitment
- ii. To examine the relationship between employee perceptions of procedural justice on organizational commitment
- iii. To analyze the effect of employee perceptions of informational justice on employee trust in management
- iv. To determine the relationship between employee perceptions of interactional justice and organizational commitment

Research Questions

To achieve the above set objectives the following research questions were provided answers to;

- i. What impact does organizational justice has on organizational commitment?
- ii. Is there any relationship between employee perceptions of distributive justice and organizational commitment?
- iii. Is there any relationship between employee perceptions of procedural justice on organizational commitment?

- iv. Is there any relationship between employee perceptions of interactional justice and organizational commitment?
- v. What effect does informational justice has on employee trust in management?

Research Hypotheses

Following are the formulated study hypotheses;

- H₀₁:** There is no significant relationship between perceptions of procedural justice and organizational commitment
- H₀₂:** There is no significant relationship between perceptions of distributive justice and organizational commitment
- H₀₃:** Informational justice has no significant effect on employee trust in management

Review of Related Literature

Organizational Justice

Organizational justice can be traced back to the 1980s when Greenberg (1987) is said to have formally introduced the term (Park, Song, and Lim, 2016). Since then, organizational justice has emerged as one of the most important concepts in management research (Rai, 2015). It involves the fair treatment of employees within the organization (Skarlicki and Kulik, 2004), and it is an important prerequisite for the effective functioning of an organization (Morin, Vandenberghe, Boudrias, Madore, Morizot, and Tremblay, 2011).

The term organisational justice was coined by French (1964) to describe individuals' perceptions of fairness in organisations (Karriker and Williams, 2009). Organizational justice is the term used to describe the role of fairness as it directly relates to the workplace. Specifically, organisational justice is concerned with the ways in which employees determine if they have been treated fairly in their jobs and the ways in which those determinations influence other work-related variables (Moorman, 1991). Campbell and Finch (2004) described the concept of organisational justice as employees' perception of how an organisation treats them with fairness. In the words of Greenberg (1990), organisational justice refers to employees' perceptions about the extent to which they are treated fairly by their organisation and how these perceptions affect organisational behaviour outcomes variables (Yilmaz and Tasdan, 2009). In the understanding of the organisational justice concept a highly leveraged approach was recommended by Moorman (1991). Moorman observed that organisational justice is involved with how employees determine their feel of being treated fairly on the job and the manner in which such determination affect work related outcomes.

Distributive Justice

In the studies conducted by Sezen (2001), distributive justice was described as the kind of justice that looks at the distribution of organisational gains to deserving staff. Toremén and Tan (2010) defined distributive justice as employee perceptions about fair distribution of organisational resources and benefits. The origins of distributive justice may be traced to Adams's (1965) equity theory which claims that people compare the ratios of their own perceived work outcomes to their own perceived work inputs with the

corresponding ratios of co-workers. In assessing distributive justice, individuals evaluate their work inputs (e.g., skills and motivation) relative to the outcomes received from the organisation (e.g., pay and promotions). Research has shown that perceptions of distributive justice are linked to a number of employee related outcomes such as: pay satisfaction (Folger and Konovsky, 1989; McFarlin and Sweeney, 1992), satisfaction with leaders (Tyler and Caine, 1981); and employee turnover intentions (Foley, Deborah and Powell, 2002).

Procedural Justice

In the studies of conducting legal research on dispute resolution processes, Thibaut and Walker (1975) introduced the role of procedural justice as the amount of process control provided to people affected by the procedures and their outcomes. Though the concept of procedural justice originates from legal research, it has become one of the most researched topics in organisational psychology and human resource management (Colquitt, D. E., Wesson, Porter, and Ng, 2001; Cropanzano and Greenberg, 1997), and is receiving increased attention among strategy researchers (Kim and Mauborgne, 1998; Luo, 2007).

Thibaut and Walker (1975), introduced the concept of procedural justice, which addresses the processes through which outcome distributions are made. Procedural justice has been widely recognized as an important matter in every organisational setting (Mossholder, Benntt, and Martin, 1998; Tang and Sarsfield-Baldwin, 1996). When employee feel that their views and concerns are heard in the decision making process, they are most often likely to support rather than to deny the decision or cope with the decisions, their leaders and the organisation as a whole (Brockner, 2006).

Interactional Justice

The third dimension is interactional justice (Bies and Moag, 1986), which concerns the fairness of the interpersonal treatment individuals are given during the implementation of procedures. Cropanzano, Prehar and Chen (2002), simply refer to interactional justice as “usually operationalized as one-to-one transactions between individuals”. According to Bies (1986) interactional justice focuses on employees' perceptions of the interpersonal behaviour exercised during the representation of decisions and procedures. Interactional justice is related to the quality of relationships between individuals within organisations (Folger and Cropanzano, 1998). Although some scholars view interactional justice as a single construct, others have proposed two dimensions of interactional justice (Bies, 1986; Lind and Tyler, 1988). The two dimensions of interactional justice proposed are interpersonal and informational justice. These two dimensions of interactional justice are related to each other. However, research recommends that both concepts should be looked at differently since it has differential consequence on justice perceptions (Colquitt, 2001; Colquitt, Conlon, Wesson, Porter, and Ng, 2001).

Informational Justice

Organisational justice development has brought to light that fair procedures does not only involve process control but does include the provision of information to justify the processes (Bies and Shapiro, 1988). For the purpose of this study and reference to

literature this can be referred as informational justice. It is referred as such due to the fact that its justification demands a provision of enough information and explanations by decision maker such as providing a detailed account of final decisions made. This concept is thereby linked to trust establishment because of the efforts to explain changes that might have occurred in decisions or agreements made previously (Colquitt, Conlon, Wesson, Porter, and Ng, 2001).

Informational justice therefore focuses on the extent to which people in organisations receives explanations on information conveyed regarding why procedures were used or why certain decisions were made which has received notable studies by scholars such as Colquitt, Conlon, Wesson, Porter, and Ng, (2001) and Greenberg (1993). Greenberg (1993) further asserted that explanations on information help those affected by decisions made to understand the reasons for such decisions as it is medium of changing the reaction and receptivity of employees to procedures. It therefore speaks to the fairness of information provided during the procedures and outcome distributions related to issues such as the accuracy of the information, specificity, timeliness and truthfulness with which the information was provided (Colquitt, Conlon, Wesson, Porter, and Ng, 2001).

Organizational Commitment

Organizational commitment is an important aspect in human resource management literature. It refers to the state in which employees sense loyalty with their respective organization and align themselves with organizational goals and objectives (Lambert, Hogan, and Griffin, 2007). The success of an organization depends on the commitment of employees toward the organization. Herman and Armanu (2013), argue that commitment towards an organization is more than just a formal membership but rather it encompasses the attitude to the organization and a willingness to pursue all things for the sake of the organization.

Employees' organizational commitment helps managers in programming, improving job performances and in decreasing frequency of absenteeism from duty (Somayyeh, Mohsen, and Zahed, 2013). On the other hand, having a committed staff provides a background for improvement and expansion of the organization, while the personnel with little or no commitment to the organization remain indifferent towards the goals and overall success of the organization (Somayyeh, Mohsen, and Zahed, 2013). The fact that secondary schools and commercial banks are organizations, establishment of justice can be a significant action to improve job performance, efficiency, job satisfaction and organizational commitment in these organizations.

Gemlik, Sisman and Signri (2010), posit that organizational commitment is a multidimensional construct where an individual feels psychologically bound to an organization. Douglas (2010) also state that organizational commitment describes an individual's identification with and involvement in a particular organization. This commitment is characterized by a strong belief in and acceptance of the organization's goals and values, a desire to exert considerable effort on behalf of the organization, and a

strong desire to maintain membership in the organization (Douglas, 2010). Organizational commitment according to Hodge and Orag (2007), is an individual's identification with and involvement in a particular organization. If this association is positive then it fosters levels of personal and professional satisfaction and increased productivity.

Employee commitment is seen as an effective response to the whole organization and the degree of attachment or loyalty employees feel towards the organization (Ongori, 2007). Research within this perspective has tended to focus on individual differences as antecedents of commitment, revealing that factors such as age and organizational tenure are positively correlated with commitment, whereas level of education is negatively related (Mathieu and Zajac, 1990). Research utilizing this affective approach to commitment has also frequently revealed an inverse relationship between commitment and turnover intention (Gemlik, Sisman and Signri, 2010) as well as a positive relationship between commitment and regular employee attendance. Unfortunately, commitment has historically been found to exert little direct influence on actual work performance, although lessened turnover intention and consistent attendance are themselves critically important pro-organizational attitudes and actions (Mathieu and Zajac, 1990).

Theoretical Review

This study was based on Adams Equity Theory, and social exchange theory.

Adams Equity Theory

This theory was developed by John Stacey Adams in the 1960s. According to Adams (1965) individuals compare the effort they spent and the result they obtained with the effort others in the same workplace spent and the result they obtained. This situation is important for the organizational justice perception of a person who is a member of an organization. According to Guerrero, Andersen and Afifi (2007), Equity theory acknowledges that subtle and variable individual factors affect each person's assessment and perception of their relationship with their relational partners.

Adams (1965), Equity Theory: According to Adams (1965), individuals compare the effort they spent and the result they obtained with the effort others in the same workplace spent and the result they obtained. This situation is important for the organizational justice perception of a person who is a member of an organization. According to Guerrero, Andersen and Afifi (2007), Equity theory acknowledges that subtle and variable individual factors affect each person's assessment and perception of their relationship with their relational partners.

Social Exchange Theory

Social exchange theory posits that all human relationships are formed by the use of a subjective cost-benefit analysis and the comparison of alternatives (Gould-Wiliams, 2007). It views social relations as an exchange process involving two steps. First, the actor's behaviour is contingent upon the reward from the environment; and second, the environmental reward is contingent upon the actor's behaviour (Blau, 1989).

Based on this theory, it is contended that, positive organizational action (stimulus) that is perceived to be “fair” is the starting point for the proposed model. Consequently, an employee would judge this action of “perceived fairness” by comparing the received output with comparable others (Gould-Williams, 2007). The theory views interpersonal interactions from a cost-benefit perspective, just like an economic exchange, except that a social exchange deals with the exchange of intangible social costs and benefits like respect, honor, friendship, and caring and is not governed by explicit rules or agreements (Kelley and Thibaut, 1978).

Empirical Review

Organizational Justice and Organizational Commitment

According to Rostamzadeh, Mehri, Chelcheleh, and Gholian (2013) the key to balancing the salary with human resources productivity is not the amount one earns but the individual's perception of organisational justice and fairness. Similarly, employees would like the organisation to observe justice in implementing job-related policies in practice. Thus, when people think that organisational policies are based on justice, they may show higher productivity.

Therefore, justice is the key to the survival and sustenance of growth and development in the employees and organisation, which may eventually affect their productivity (Hoseinzadeh, 2006). Robins (2001) contends that people would like the payment and promotion systems to be fair and unambiguous. Considering the type of the job and personal skills, productivity and satisfaction would result when the payment is fair. Thus, people will not then seek to gain more money at any cost. Many people may voluntarily accept to earn less money but to work in favorable environments or an environment where there is less discrimination. Understanding how different dimensions of organisational justice affect organisational commitment and its domains may help managers take more appropriate measures to develop perceived justice in the organisations, hence the improvement of productivity.

Many researchers have been conducted in order to analyze the relationship between the organizational justice and employees' organizational commitment. By conducting a research in accommodation establishments, Yazıcıoğlu and Topaloğlu (2009), aimed at studying the relationship between organizational justice and organizational commitment. They collected data from 426 employees working in accommodation establishments in the city of Konya. The results of the study revealed a positive relationship between employees' organizational justice perception and organizational commitment level.

To study the influence of organizational justice on organizational commitment, Malik and Naeem (2011) used a scale developed by Niehoff and Moorman (1993), to measure the components of organizational justice and a scale developed by Meyer, Allen, and Smith, (1993) to evaluate the organizational commitment's components. They collected data from 463 faculty members in Pakistan. The results showed a positive linkage between

organizational justice's components and organizational commitment. To examine the role of organizational justice in organizational commitment with moderating impact of employee work attitudes, Jawad (2012), collected data from 150 employees from some universities. The results showed a positive and strong effect of distributive, procedural and interactional justices on organizational commitment level.

Akanbi and Ofoegbu (2013), conducted a study to determine the impact of employees' organizational justice on organizational commitment. They collected data from 215 employees working in a multinational company "Nestle Nigeria PLC". The findings of the research showed distributive and procedural justices may have a meaningful effect on the organizational commitment in a multinational company. The results also indicated a meaningful relationship between distributive justice and perceived organizational commitment.

Gayipov and Bedük (2014), did a study in an education institution in the province of Konya to examine the relationship between organizational justice and organizational commitment. The data of the research were obtained by using a questionnaire. The sample constituted of 56 lecturers working in a private educational institution in city of Konya. The results of the study showed a positive and meaningful relationship between the dimensions of organizational justice's components and organizational commitment's dimensions.

Methodology

The quantitative descriptive survey research method was used in the course of the study because the whole population cannot be effectively covered. Hence, a sample was selected of which the findings were generalized for the whole population. The data for this study originated from the primary source alone. The primary data was gathered through personally administered questionnaire aimed at obtaining first hand original responses on issues relating to the objectives of the study. The population target for this study is entire staff of Ogun State Property and Investment Corporation (OPIC), Ogun State with an estimated staff of about two hundred and ten (210). From which a sample size was carefully selected for the study. From the population a sample size of One hundred and thirty-eight (138) staff was selected from the aforementioned organization with the aid of convenience sampling technique since the sampling frame is inaccessible. To determine the sample size of the population, the Taro Yamene's formula was applied.

The main instrument that is designed for this study was the questionnaire. It consist of two main sections (A and B). Section A consists of on socio-demographic variables of the respondents while Section B contains questions relevant to the research. This process enables the research to gather relevant information from the respondents sufficient enough to cost the formulated hypothesis and provide scientific explanation. In this study, simple frequency distribution with simple percentage was employed in the presentation of the data while the hypotheses testing was done using Pearson correlation and regression analysis which was achieved with the aid of Statistical Package for Social Sciences (SPSS) version 23.

Result and Discussion

At the end of the field study, a total of one hundred and thirty-eight (138) questionnaires representing were retrieved with valid responses out of the one hundred and twenty-eight (128) questionnaires administered.

Table 1: Gender

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Male	61	47.7	47.7	47.7
Female	67	52.3	52.3	100.0
Total	128	100.0	100.0	

Source: Field survey, 2022

Table 1 shows that 47.7% of the respondents are males while 52.3% are females. The implication of this is that majority of the respondents are female.

Table 2: Age

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 25years but below 35years	78	60.9	60.9	60.9
35years but below 45years	50	39.1	39.1	100.0
Total	128	100.0	100.0	

Source: Field survey, 2022

Table 2 above shows that 60.9% of the respondents are 25years but below 35years of age, while the remaining 39.1% are 35years but below 45years of age. This implies that majority of the respondents are 35years but below 45years of age.

Table 3: Marital Status

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Single	41	32.0	32.0	32.0
Married	87	68.0	68.0	100.0
Total	128	100.0	100.0	

Source: Field survey, 2022

Table 3 above indicates that 32% of the respondents are still single, while 68% are married. This implies that majority of the respondents are married.

Table 4: Educational Qualification

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid ND or equivalent	7	5.5	5.5	5.5
1st degree or equivalent	121	94.5	94.5	100.0
Total	128	100.0	100.0	

Source: Field survey, 2022

Table 4 above indicates that 5.5% of the respondents are National Diploma or its equivalent holders, while 94.5% of the respondents holds First Degree or Equivalent. This implies that majority of the respondents are holders of First Degree or Equivalent.

Test of Hypotheses

For the purpose of testing the hypotheses, statistical tool such as Pearson correlation coefficient and Regression analysis were used.

Hypothesis One

H₀₁: There is no significant relationship between procedural justice and organizational commitment.

Table 5: Correlations

		PROCEDURAL JUSTICE	ORGN COMMITMENT
PROCEDURAL JUSTICE	Pearson Correlation	1	.242**
	Sig. (2-tailed)		.002
	N	128	128
ORGN COMMITMENT	Pearson Correlation	.242**	1
	Sig. (2-tailed)	.002	
	N	128	128

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

Source: Field Survey, 2022

Hypothesis Two

H₀₂: There is no significant relationship between distributive justice and organizational commitment.

Table 6: Correlations

		DISTRIBUTIVE JUSTICE	ORGN COMMITMENT
DISTRIBUTIVE JUSTICE	Pearson Correlation	1	.327**
	Sig. (2-tailed)		.000
	N	128	128
ORGN COMMITMENT	Pearson Correlation	.327**	1
	Sig. (2-tailed)	.000	
	N	128	128

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

Source: Field Survey, 2022

Hypothesis Three

H₀₃: Informational justice has no significant effect on employee trust in management

Table 7: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.060 ^a	.004	-.004	.19281

a. Predictors: (Constant), INFORMATIONAL JUSTICE

Table 8: ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	.017	1	.017	.463	.498 ^b
	Residual	4.684	126	.037		
	Total	4.701	127			

a. Dependent Variable: TRUST IN MGT

b. Predictors: (Constant), INFORMATIONAL JUSTICE

Table 9: Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.808	.253		11.083	.000
	INFORMATIONAL JUSTICE	.058	.085	.060	.680	.498

a. Dependent Variable: TRUST IN MGT

Source: Field Survey, 2022.

Discussion of Findings

In line with the first hypothesis, the correlation coefficient of the relationship between procedural justice and organizational commitment is 0.242 with 0.002 probability of error at 1% level of significance. This implies that there is a strong relationship between procedural justice and organizational commitment. The implication of this is that the null hypothesis, which states that there is no significant relationship between procedural justice and organizational commitment, would be rejected in favour of the alternative hypothesis. The conclusion therefore is that there is a significant relationship between procedural justice and organizational commitment.

In line with the second hypothesis, the correlation coefficient of the relationship between distributive justice and organizational commitment is 0.327 with 0.000 probability of error at 1% level of significance. This implies that there is a strong relationship between distributive justice and organizational commitment. The implication of this is that the null hypothesis, which states that there is no significant relationship between distributive justice and organizational commitment, would be rejected in favour of the alternative hypothesis. The conclusion therefore is that there is a significant relationship between distributive justice and organizational commitment.

R-square (R^2) indicates the extent or percentage that the IVs can explain the variations in the DV. Based on the model summary table, the R-square for this research is 0.004. This means that 0.4% of the variation in the DV (Employee Trust in Management) can be explained by the IV (Informational Justice). However, 99.6% (100% - 0.4%) of the variation in the DV is unexplained in this study. In other words, there are other additional variables that are important in explaining Informational Justice that have not been considered in this study.

From the Anova table, an F-value ($F_{(1,126)} = 0.463, p = 0.498$) was obtained which was found to be insignificant at $p (0.498)$ greater than (0.05) alpha level of significance. This indicates informational justice does not significantly affect employee trust in management.

As refer to the Table 9 above, informational justice has the insignificant value of 0.498 which is $p > 0.05$. Thus, this means that the Hypothesis three would be upheld. Conclusion therefore would be that informational justice does not significantly affect employee trust in management.

Summary of Findings

This study was conducted to find out the impact of organizational justice on organizational commitment. Some of the major findings from the data analyses include:

1. There is a significant relationship between distributive justice and organizational commitment.
2. There is a significant correlation relationship between procedural justice and organizational commitment.
3. Informational justice does not significantly affect employee trust in management.

4. There is a significant relationship between informational justice and organizational commitment.

Conclusion

From the research it is ascertained that organizational justice led to strong organizational commitment. This clearly shows that when perceived organizational justice exist in the workplace, there is the generation of strong feeling of obligation towards their work organization and become more committed to their work. Therefore, it can be concluded that fair procedures for job decisions, with appropriate allocation of resources and fair communication of decisions will result in high organizational commitment and increase in organizational productivity.

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