



**ORGANIZATIONAL JUSTICE AND EMPLOYEE COMMITMENT: THE MEDIATING  
ROLE OF JOB SATISFACTION IN SELECTED PUBLIC SECTOR ORGANIZATIONS  
WITHIN JOS-BUKURU METROPOLIS**

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**ABSTRACT**

Inadequate commitment of the employees in the public sector organizations inspired this research work, to enable the researcher to discover and ascertain the relationship between organizational justice and employee commitment. This dissertation joins vibrant conversation in human resource management about the challenging nature of dispensing justice and fairness that will trigger commitment of public servant. The objectives of the research were to establish the relationship between organizational justice and employee commitment in Jos-Bukuru metropolis, Plateau State, Nigeria. Job satisfaction was used in the study as a mediating variable between the independent and dependent variables. Equity theory, reactive content theory and the proactive content theory was used as the underpinning and supportive theory. Survey research design was adopted while stratified sampling was used as a technique. Primary data were used in the study, questionnaire was administered with the aid of four-point likert scale designed. 382 questionnaires were administered, while 350 questionnaires were returned. Product moment correlation and

multiple regression model was used as a tool for the analysis, four null hypotheses were tested in the study. The result of the finding reveals that, there is significant relationship between organizational justice and employees commitment. The study also recommend that fairness, equity and justice should be employed in rendering welfare, incentives and social intervention scheme to the public servant in their respective organizations. The main contribution to knowledge is that the study will improve the administrative capacity of managers, knowledge of justice and implication in the organization growth and development.

**Key words: Organizational Justice, Job Satisfaction, Employee Commitment and Public Sector Organizations**

## **1.0 BACKGROUND TO THE STUDY**

Employees commitment is an important issue in today's highly competitive organization environment as public sector increasingly rely on their human capital or knowledge workforce to give them a sustainable competitive edge by being able to respond, adapt, or change to keep pace with rapid technological advancements, education advancements, workforce diversity, organizational restructuring, and new paradigm shift of managing organization most especially in this era of high level of civilization and convergence globalization, organizations around the world are canvassing for a way to conclusively accomplish their aspirations and objectives. The relationship between organizational justice and employee commitment is a matter of concern to all organizations.

In today's competitive world organizations are confronting a lot of difficulties with regards to maintained efficiency and creating committed workforce (Andavar, 2020). Employees are more concerned with visionary motivational approach that will enhance and protect their living standards economically and socially. Minimum wage/salary increment has been a motivational practice for decades in the public sector of Nigeria. Salary increment is a method used to motivate and satisfy employee of the public sector but its implementation has brought with it certain negative impact on the economy such as inflation, and high cost of living, which in turn necessitated employee's negative attitude to work, unwillingness to perform a task, absenteeism and fraudulent behaviours.

Consequently, many government regimes have set up committees, panels and commissions to revolutionize and transform the Nigeria public service. Some of these committees include like Udoji Committee (1972), Philips Committee (1998), Justice Alfa Belgore Committee (2009 – 2010) and of recent, the National Minimum Wage (2019). The establishment of these committees, panels and commissions was directed at improving the quality of life and other conditions of service of public servants. But they failed to unanimously achieve its motivational core mandate, simply because of their partial implementation, lack of cohesiveness and unpatriotic supervision. Key elements and vital objectives were left-out or neglected such as welfare schemes and social intervention schemes. Pragmatic policies that will reinforce and strengthen the commitment and loyalty of employees at work should be planned.

Although salary increment is a universal practice in some countries around the world, International Labour Organization (2021) affirmed that, there is legislation on minimum wages in more than ninety percent (90%) across the world. In some cases, wages increment is always coincided by threats of reduction of employees or retrenchment (Ojo and Owoye, 2020). The labour market is constantly changing, and employees are exceedingly important. Fairness and justice offer opportunities to employees to have sense of belonging, which is the element of commitment. The degree of fair treatment relative to others received by employees has postulated to influence their motivation and performance (Adams 2015). Stanley and Paryfyonova (2022) defines employee commitment using multifaceted view point and consider to be in three components which are;

affective commitment, continuance and normative commitment. Affective commitment refers to the emotional attachment to the Organization values and ethics. Continuance commitment signifies the perceives cost of leaving the organization or fear of loss of the employment but rather, the severity of these “losses” or “side bets” tends employee to remained committed or not to his assigned work. While normative commitment refers to sense of obligation to stay in the organization. The sense of belonging and obligation can stem to many factors like welfare, promotions or training.

Every employee will demonstrate job satisfaction when his/her psychological, physiological or environmental needs are fully met. Facets of job satisfaction include pay satisfaction, satisfaction with promotional opportunities, satisfaction with people interaction with co-worker, satisfaction with supervision and satisfaction with work (Smith, Kendall and Hulin, 2019). According to the Cropanzano (2015), organizational justice is divided into three elements namely; Distributive justice, Interactional justice and Procedural justice. Distributive justice signifies large extends of fairness in the distributions of justice to the employees at workplace (Anthony and Chapel, 2020). Interactional justice refers to the respect and dignity to one another. Justice needs to be communicated to all levels of organizations. Procedural Justice postulate the fairness in the processes that resolve conflicts/disputes and allocate resources for the betterment of employees and the organization. Research conducted by Mashi (2017) shows no significant relationship between organizational justice and employee commitment. Research conducted by Karya (2020) also shows none significant relationship. Because of the aforementioned consistencies, this study seeks to introduce job satisfaction to mediate the relationship between organizational justice and employee commitment in some selected public service within Jos-Bukuru metropolis, Plateau State, Nigeria.

#### **STATEMENT OF THE PROBLEM**

Organizational survival, growth and success wholly rely on the commitment of employees. The allegiance of employees is to be reinforced by employers through organizational justice so that employees will be creative and innovative for the all-round success of the organization (Elidemir, Ozturen and bayighomog, 2020). However, this is not obtainable in contemporary or modern organizations due to the dynamic changes and behaviours of employees in sub-sahara African countries, most especially Nigeria. The Nigerian government has concurrently spent a lot of resources on the public service, with several Panels and Committees set up to revamp the quality and living standard of the public servants. But the problems persist due to the neglect of basic factors such as welfare and social intervention schemes. This led to perceive injustice and unenthusiastic behaviours in the discharge of duties and tasks by the public servants.

Public sector in Nigeria is doomed and clouded with a lot of challenges on achieving maximum productivity because of the unwillingness and low commitment by the employees. Some of the factors responsible for the low commitment are poor compensation of workers, poor welfare schemes, lack of training, poor educational background of workers and family, absent from participative management, among others. Commitment is the life blood of the public service and key to high standard of productivity.

Over the years, priority has been placed on salary increment to the detriment of some vital and important elements that are pivotal to employees such as welfare scheme, social intervention scheme and health insurance scheme. These incentives boost employee's commitment to work and have positive impact on the life of the Nigerian public servants. In addition, the motivation behind this study is to assess and analyze positive motivational tools, that when put in place will harness the uprightness and commitment of the Nigerian public servants, rather than total dependence on monetary motivational packages. Committed employees are motivated to complete their tasks on time and successfully and go the extra mile to reach their goals and objectives, they are also happier and tend to be more loyal. Because of the consistencies in results of previous studies, this study

seeks to assess the relationship between organizational justice and employee commitment with job satisfaction as a mediating variable in some selected public service within Jos-Bukuru metropolis, Plateau State, Nigeria.

### **RESEARCH QUESTIONS**

The study attempts to answer the following questions:

1. What is the relationship between organizational justice and employee commitment in some selected public service within Jos-Bukuru metropolis, Plateau State, Nigeria?
2. What is the relationship between organizational justice and job satisfaction in some selected public service within Jos-Bukuru metropolis, Plateau State, Nigeria?
3. What is the relationship between job satisfaction and employee commitment in some selected public service within Jos-Bukuru metropolis, Plateau State, Nigeria?
4. What is the role of job satisfaction mediate in the relationship between organizational justice and employee commitment in some selected public service within Jos-Bukuru metropolis, Plateau State, Nigeria?

### **OBJECTIVES OF THE STUDY**

The main objective of this study is to examine the relationship between organizational justice and employee commitment and the role of job satisfaction in the relationship. However, the specific objectives are:

1. To assess the relationship between organizational justice and employee commitment in some selected public service within Jos-Bukuru metropolis, Plateau State, Nigeria.
2. To assess the relationship between organizational justice and job satisfaction in some selected public service within Jos-Bukuru metropolis, Plateau State, Nigeria.
3. To assess the relationship between job satisfaction and employee commitment in some selected public service within Jos-Bukuru metropolis, Plateau State, Nigeria.
4. To assess the role of job satisfaction on the relationship between organizational justice and employee commitment in some selected public service within Jos-Bukuru metropolis, Plateau State, Nigeria.

### **RESEARCH HYPOTHESES**

Based on the research problems and specific objectives stated above, the following hypotheses are considered:

**Ho1:** There is no significant relationship between organizational justice and employee commitment in some selected public service within Jos-Bukuru metropolis, Plateau State, Nigeria.

**Ho2:** There is no significant relationship between organizational justice and job satisfaction in some selected public service within Jos-Bukuru metropolis, Plateau State, Nigeria.

**Ho3:** There is no significant relationship between job satisfaction and employee commitment in some selected public service within Jos-Bukuru metropolis, Plateau State, Nigeria.

**Ho4:** Job satisfaction does not mediate on the relationship between organizational justice and employee commitment in some selected public service within Jos-Bukuru metropolis, Plateau State, Nigeria.

### **SIGNIFICANCE OF THE STUDY**

The establishment of the social intervention schemes like National Health Insurance Scheme has emphatically motivated and significantly increased the standard of living of the public servant in Nigeria. Nevertheless, employee perceives fairness and equity that has positive influence on being committed to his or her work. This study strives to investigate the relationship

between organizational justice and employees' commitment that will lead to job satisfaction of some selected public service in Jos-Bukuru metropolis. The significance of the study is discussed under the following headings: academic, policy and theoretical significance respectively.

## **2.0 LITERATURE REVIEW**

### **Concept of Organizational Justice**

The term organizational justice, as used in this study, is the degree to which employees perception about the overall organizational procedures, rules, and policies which are connected to their job should be fair (Elidemir, Ozturen and bayighomog, 2020). Organizational researchers have declared that organizational justice is a necessary demand for effective organizational management. Perceived organizational justice is predicted to influence employees' sentiments toward their job and workplace meaningfully (Choi, 2021). The issue of organizational justice or fairness is by far the most challenging aspect in managing human resources in workplace. It is difficult to define the concept of fairness as it is not a psychometric property and cannot be statistically or objectively determined (Cascio, 2018). Research has established that people' perceptions of fairness and justice are largely based on their norms and values (Cascio, 2018, Greenberg, 2001, Huysamen, 2015, Potgieter and Van der Merwe, 2022). What people believe to be fair depends on their repeated exposure to specific standards and instilled expectations that form the basis of fairness assessments. If behavior complies with these expectations, it is considered fair, whereas a violation of these expectations is considered unfair (Beugre, 2015, Greenberg, 2021, cited in Esterhuizen, 2018).

Justice and its execution is one of the basic and instinctive needs of human beings that its existence provides the ground for more progress and development of human societies. Its importance is proposed by Rawls (2019) who claims 'justice is the first virtue of social institutions, as truth is of systems of thought'. The study of fairness and justice have been of great interest to both philosophers and social scientists alike. Both social scientists and philosophers would agree that a 'just' act is one that is perceived to be good or righteous. Similarly, both groups of scholars would also suggest that an act can be good without being fair (or unfair). However, divergence exists with regard to definitions of justice. Justice, in a philosophical sense, refers to the extent to which a given action, outcome or circumstance is in alignment with a certain ethical paradigm (Heffernan, 2022).

### **Forms of Organizational Justice**

The most often used taxonomy to describe organizational justice is distributive and procedural justice (Cropanzano and Folger, 2021). Whereas distributive justice refers to the fairness of outcome distributions or allocations, procedural justice refers to "the fairness of the procedures used to determine outcome distributions or allocations (Choi, 2021). However, a third type of justice called interactional justice has also been introduced (Bies and Moag, 2016). This is deemed to be an extension of procedural justice and is associated with human side of the organizational practices (Cohen-Charash and Spector, 2021). Although these three types are correlated, they are accepted as distinct. Thus, organizational justice is the fairness of the organization's rewards, procedures and treatment of employees. When the relevant literature is examined, it is found that the perception of organizational justice comprises the sub-dimensions of 'distributive justice', 'procedural justice' and Interactional justice' (combine of interpersonal justice and informational justice), and the perception of overall organizational justice emerges from a combination of these three sub-dimensions (Cohen-Charash and Spector, 2021).

Therefore, organizational justice is generally considered to consist of three subdimensions: distributive justice, procedural justice, and interactional justice. Distributive justice is concerned with the fairness of outcomes, such as pay, rewards, and promotions (Colquitt, Greenberg, and Zapata-Phelan, 2015). Procedural justice refers to fairness issues concerning the methods, mechanisms, and processes used to determine outcomes (Folger and Cropanzano, 2018).

Interactional justice deals with the fairness of interpersonal communication. This justice means that people are sensitive to the quality of interpersonal treatment they receive during the enactment of organizational procedures (Bies and Moag, 2016).

### ***Distributive Justice***

Concern for the fairness of outcomes is the first form of justice to capture the attention of organizational scientists (Greenberg, 2017). Philosophically, Aristotle was the first writer to coin the phrase distributive justice when considering resource allocation. His view of justice analyzed what constituted fairness in the distribution of resources between individuals and proposed the primacy of merit as a criterion of fairness. For him, justice meant treating individuals in accordance with their deserts, treating equals equally and treating unequals unequally. He contrasted distributive justice with corrective justice. Distributive justice called for honour or political office or money to be apportioned in accordance with merit while corrective justice (or rectificatory justice) concerned punishment (Heffernan, 2022). Aristotle argued that distributive and corrective justice represents norms of equality. In the former case, the equality exists in the fact that everyone is rewarded in proportion to their merits, such that it is unjust for unequals in merit to be treated equally or equals in merit to be treated unequally. Justice for Aristotle was primarily a political concept. At the heart of this principle is 'merit', but Aristotle accepted that not all individuals define merit in the same terms and not all persons have equal merit (Heffernan, 2022).

### ***Procedural Justice***

The second primary category of organizational justice is procedural justice, which is defined as an individuals' perception of the procedural components of the social system that regulate the allocative process (Leventhal, 2016a). In other words, the existence of procedural justice, which is one of the sub-dimensions of organizational justice, can be understood by investigating how justice works in the decision-making processes that affect employee relationships with the organizations and each other (Korgaard and Sapienza, 2022). In organizational justice research, the focus on distributive justice moved to procedural justice between the mid-1970s and mid-1990s (Colquitt et al., 2015). In the organizational context, procedural justice is considered an important resource in social exchange (Loi et al., 2016). This justice refers to the perceived fairness of the means used to determine the amount of benefits (Folger and Konovsky 2019). It is the fairness of the procedures used to determine the outcomes that will be received by employees (Mooreman, 2021). Whereas Korgaard and Roberson (2015), defined procedural justice as the perceived fairness of the procedures used to make allocation decisions. It is independently related to attitudes towards the decision and the organization. According to Fernandes and Awamleh (2016), these procedures should be consistent, bias free and take into account the concerns of all parties and be morally acceptable. Here, employee concern about whether the decision process is fair and the process used to determine the outcome is just. It is mainly concerned with the fairness of the means that an organization uses to determine outcomes.

### ***Interactional Justice***

Organizational justice researchers developed the notion of interactional justice, defined it as the quality of interpersonal treatment received during the enactment of organizational procedures (Bies and Moag, 2016). In general, interactional justice reflects concerns about the fairness of the non-procedurally that dictated aspects of interaction; however, research has identified two subcategories of interactional justice: informational justice and interpersonal justice (Folger and Cropanzano, 2018). These two subcategories of informational and interpersonal justice overlap considerably (Colquitt, 2021; Colquitt et al., 2021). Interactional justice includes various actions displaying social sensitivity, such as when managers treat employees with respect and dignity. Mikula et al. (2020a) reported that a considerable proportion of perceived injustices

did not concern distributional or procedural issues in the narrow sense, but instead referred to the manner in which people were treated interpersonally during interactions and encounters.

### **Concept of Employees Commitment**

Employees commitment is an important issue in today's highly competitive organization environment as public service increasingly rely on their human capital or knowledge workforce to give them a sustainable competitive edge by being able to respond, adapt, or change to keep pace with rapid technological advancements, education advancements, workforce diversity, organizational restructuring, and new ways of doing business (Leow and Khong, 2019). It refers to the employees' commitment to their respective organizations. It is employees' attitude towards their organizations. It binds employees with their organization thereby they want to continue their membership there. Committed employees are believed to attend work regularly, protect organizational assets, and share organizational goals. Thus, committed employees are the essence of every successful organization because they remain and work for the organization (Gautam, 2013). People have feelings of attachment or commitment toward the organization for which they work. Generally speaking, employees commitment can be viewed as the level of dedication people possess for their employing organization, the extent to which people are willing to work on the behalf of the organization, and the likelihood that they will continue their organizational membership. Over the last four decades, employees commitment has been identified as a critical factor in understanding and explaining the work-related behavior of employees in organizations, and many researchers have made efforts to study the construct.

O'Reilly and Chatman (2016) defined employees commitment as the psychological attachment an employee feels for his or her organization. Mathieu and Zajac (2020) described employees commitment as a link or bond between the individual to the organization. Steer (2017) defined employees commitment as the relative strength of an individual's identification with and involvement in a particular organization. Mowday, Porter and Steers (2022) suggested that commitment represents both the affective feelings and the behavioral tendencies that employees have toward the organization. Porter, Steers, Mowday, and Boulian (2014) also specifically indicated that the affective response of employees moves beyond passive loyalty and they work with the goals of the organization strongly and desire to remain a part of the organization.

### **Components of Organizational Commitment**

#### ***Affective Commitment***

The most prevalent approach to employees commitment in the literature is one in which commitment is considered an affective or emotional attachment to the organization such that the strongly committed individual identifies with, is involved, and enjoys membership in the organization (Allen and Meyer, 2020). Employees with strong affective commitment remain because they feel they want to. When employees have affective commitment, core values will be absorbed easily by employees, which will accelerate the decision-making process. Meyer and Allen (2021) indicated that affective commitment is defined as an employee's positive emotional attachment to the organization. As a result, the employee who is affectively committed will identify with the goals of the organization strongly and desire to remain a part of the organization.

#### ***Continuance Commitment***

Continuance commitment refers to commitment based on the costs that the employee associates with leaving the organization (due to the high cost of leaving). Potential antecedents of continuance commitment include age, tenure, career satisfaction and intent to leave. Age and tenure can function as predictors of continuance commitment, primarily because of their roles as surrogate measures of investment in the organization (Meyer and Allen, 1997). Continuance commitment is the willingness to remain in an organization because of the investment that the employee has with "nontransferable" investments. Non transferable investments include things such as retirement, relationships with other employees, or things that are special to the

organization (Reichers, 1985). It also includes factors such as years of employment or benefits that the employee may receive that are unique to the organization (Reichers, 2015). Meyer and Allen, (2017) further explain that employees who share continuance commitment with their employer often make it very difficult for an employee to leave the organization.

### ***Normative Commitment***

Employees perceive the organization be on their side and the organization reminds a sense of mutual obligation in which both the organization and the employee feel a sense of responsibility to each other. This type of commitment is frequently referred to in the literature as normative commitment. Normative commitment is an employee's feelings of obligation to remain with the organization. It is also known as moral commitment. It focuses on the right or moral thing to do and concentrates on the obligation and/or moral attachment of employees which is produced by the socialization of employees to the organization's goals and values (Allen and Meyer, 2020). Employees with strong normative commitment remain in the organization because they feel they ought to. People holding normative commitment attitude feel obligation to remain with current employer. They feel better not to leave organization even if it was to their advantage. They feel guilty if they would leave their organization and they also believe that the employer organization deserves their loyalty. These employees owe great deal to the organization and do not leave organization because of strong sense of obligation to other colleagues.

### **Attribute of Employee Commitment**

These are elements or circumstances that contributes to the results which helps to explained the state of commitment. It is a building block that further explains the state of being committed to the organization.

### **Passion**

Passion correlates to a person's desire and capacity to go above and beyond the call of duty to achieve superlative outcomes (William, 2017). Passion is a cornerstone that inspires and drives public servants towards achieving organizational goals and objectives. Public servants in Nigeria have enormous difficulties and challenges of motivating employees and welfarism correctly which stand as an obstacle that demotivates employees to inspire hard work, team work and eventually success. Passionate employees actively contribute more to his/her work. Jordan (2020) said that the greatest thing about the game of basketball to him is the passion and the love he has for it. Therefore, if you have passion for your job, you will go to the extreme level to be the best and overcome all the obstacles that you may encounter in your journey.

### **Loyalty**

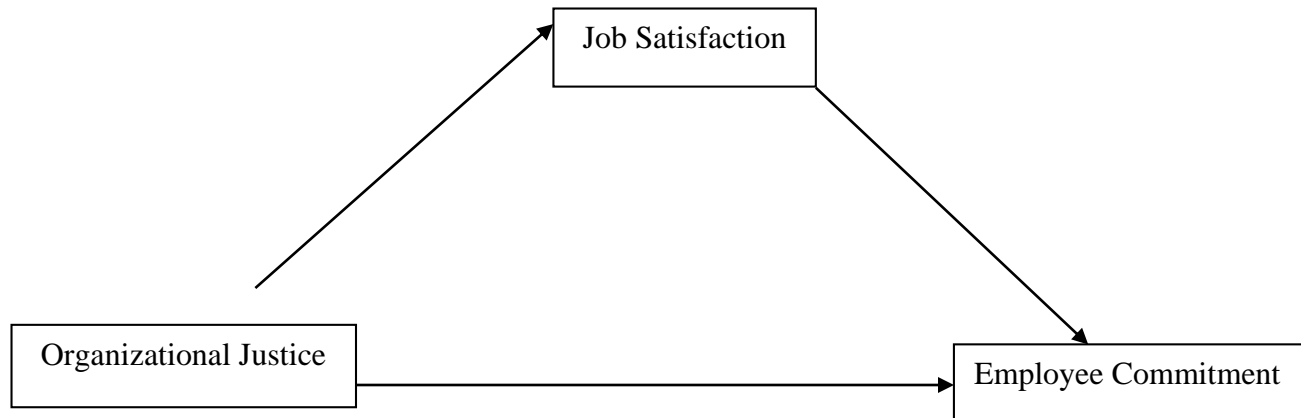
Employee loyalty is a difficult concept to explain and even harder to measure accurately in a real-world setting (Brendan, (2021). Employees loyalty can be defined as employees who are devoted to the success of their organization and believe that being an employee of the organization is in their best interest (Defran, 2010). The truth is, employees demand more from their organization than ever before. Therefore, public servant, they don't just want the salary, but they want other motivational support, welfare and social intervention schemes. The organization that values employees, they will have ultimate loyalty and reason to support organizational goals and vision. Employee loyalty cannot be assumed, it must be earned (Jishay, 2020).

### **Dedication**

Although dedication, loyalty, passion and commitment are synonymous of each other and inter related in meaning, employees who are dedicated tend to enjoy their work and feel committed to what they do. Dedication can be described as an exceedingly strong feeling of loyalty and support for someone or something (Mbabazi, 2022). Dedicated employees like working as a team and love in assisting others to complete task at a specified time. Feeling dedicated to your work



may help you meet more of your professional goals (Mbabazi, 2022). It is well known that dedicated employees always come to office first and sometimes last to leave the office. Some of the attributes of the dedicated employees are punctuality, positive attitude, compliance at work, ethics, creative and cultivating the habit of achieving mission and vision of the organization.



**Figure 1: Conceptual Model of Organizational Justice and Employee Commitment**

**Source: Research Construct from the Literature Review (2022)**

Figure 1 shows the relationship between the independent variables, mediating variables and dependent variables which are organizational justice, job satisfaction and employee commitment respectively. The organizational justice points to the mediating variable (job satisfaction) by unidirectional arrow while other arrow point down to the dependent variable (employee commitment). This implies that, when organizational justice is properly administered and dispensed to all sense of fairness and equity, employee will be satisfied on his job. The arrow pointing vertically to the employee commitment signified that if justice was dispersed in organization fairly, employee will tend to give his/her best to his/her task.

### **THEORETICAL REVIEW**

Theories are carefully selected to provide strong foundation to the relationships among the variables of the study. Therefore, the Adam's Equity theory, reactive content theory and proactive content theory are used in the study. The Adam's Equity theory requires four elements: input, output, reference option and motivation of an employee to minimize inequality. The theory makes a distinction between inputs and outputs. The reactive content theory is a supporting theory while the proactive content theory concentrates on how staff respond to equal and unfair distributions of results, constructive content techniques depend on how staff seek to establish fair distributions of results.

#### **Adam's Equity Theory**

Adam's Equity Theory was propounded by behavioral psychologist, John Stacey Adams in 1963. Adam's equity theory recognizes that a variety of subtle and complex variables influence an employee's appraisal and understanding of their job and employer. The theory is based on four premises: That an individual is interested in his achievement (reward and recognition), as well as achievements of others, That employee expects a fair and equitable return for their contribution to work, Those employees determine what level of equity in terms of remuneration or reward that they expect in return for their contribution to work after they carry out individual assessments of their inputs with the rewards their relational workers receive, Employees who feel that they are in

the unfairest scenario will try, psychologically to minimize inequity through direct modification of input and/or output or through their resignation from the organization.

Accordingly, the theory is connected to this study in the sense that individuals within a public service tend to build structures where resources can be equally dispersed among group members in order to maximize individual rewards. Large disparities in relationships within the group make those involved dissatisfied in proportion to the level of inequality. The theory supports that employees become de-motivated, in relation to their work and to others within the organization if they believe their inputs are greater than their outputs (reward). Employees can therefore react in a variety of ways, including reduced their efforts, or interference with organizational processes.

### **Reactive Content Theories**

Theories of reactive content are philosophical judicial approaches that concentrate on how people respond to unequal treatment. This group of justice theory is likely more familiar to organizational scientists, since the most common concepts of justice in organizations fall into this group. Theory of distributive justice and fairness or equity theory are two of these theories. Despite some discrepancies in the particulars of their formulation, these theories both clearly state that people will react to unequal treatments by expressing such negative feelings, which they will be inspired to avoid by acting to correct the perceived inequity. This characteristic distinguishes the theories as responsive content theories: They are interested in how people respond to unequal compensation and wealth distributions.

Reactive content theory is linked to this study in that, job satisfaction is crucial problem for all public service working in Nigeria. One of the reasons for this level of hobby is that satisfied staff is accounted for as conferred laborers and responsibility is sign for organizational output and useful operations has been characterized in a wide range of ways. Some trust it is basically how content an individual is with his or her employment, at the end of the day, regardless of whether they like the occupation or individual perspectives or aspects of occupations, for example, fairness, equity, social intervention scheme, nature of work or supervision. Others trust it is not all that shortsighted as this definition proposes and rather that multidimensional mental reactions to one's employment are involved. Job satisfaction measures shift in the degree to which they quantify sentiments about the job (affective job satisfaction).

### **Proactive Content Theories**

Unlike reactive theories of content, which concentrate on how staff respond to equal and unfair distributions of results, constructive content techniques depend on how staff seek to establish fair distributions of results. In late 1960s and early 1970s a number of laboratory experiments were carried out, in which the fundamental pattern of two or more variables found in traditionally reactive justice reports were reversed. The main theoretical claims in this category are: Leventhal (1976a, 1980), who performed a series of laboratory experiments at the end of the 1960s and the beginning of the 1970s in which the fundamental patterns of autonomous and dependency-based variables found in typical reactive justice accounts had changed. The proactive content theory is a supporting theory.

The theory is related to this study in the sense that a public servant's predisposition is basically important in understanding his/her tendency toward certain action that may be taken by the organization. The theory is related to this study, because a relationship exists among personality variables and attitude or behavior at work, and commitment to the organization is attitudinal and behavioral in nature. Attitudinally, individuals identify with the organization and are committed to remain in order to pursue goals; while behaviorally, individuals are bound to the organization through diverse interest such as, seniority, pension, welfare, social intervention, etc. The implication of this theory to this study is that, affective commitment is positively related to individuals' willingness to commit extra effort to their work; this is the kind of commitment that

can be expected to be related to proactive orientation.

### **EMPIRICAL REVIEW**

Kalay (2016) examined the impact of organizational justice on employee performance in turkey. The study made use of a total of 942 teachers who are working in the public schools in three cities in Turkish metropolis. The study employed partial least square structural equation modeling techniques. He concluded that both distributive and organizational justice has significant and positive effect on workers task performance while procedural and interactional justice does not have any significant implication on the task performance of the employee in the organization. The study however failed to explain the major factors that determine organizational justice in the organization.

Ali (2016) made use of 231 academic staff of Kata Kinabalu Polytechnic in Malaysia to investigate if organizational justice has any significant impact on performance of employee both intrinsic and extrinsic. The study divided organizational justice into procedural, distributive, interpersonal and informational while employee performance was based on their intrinsic and extrinsic performance. Based on their findings, they concluded that only distributive justice of the organization and information justice significant correlation with the extrinsic employee performance of the organization using suburban Hospital in Indonesia.

In another study, Percunda, Tamasani and Chaldyando (2020) investigated organizational justice and performance appraisal satisfaction. The study makes use of questionnaire to select the respondent. Regression analysis and correlation was employed in order to determine the effect and relationship between organizational justice and performance appraisal of the hospital. Their findings revealed that interactional justice impacted higher on the performance appraisal and that a significant relationship exists between organizational justice and the performance appraisal satisfaction in the company. Also, interactional justice procedural justice and distributive justice have significant relationship with performance appraisal.

Aeknarajindawat and Jermstiparsert, (2020) examined the influence of Organization Justice on the Organization Citizenship Behavior, Job Satisfaction and Organization Outcomes. The study explores the bond among organizational justice and OCB, job satisfaction and organizational consequences of the in the pharmacy firms in Thailand. For data collection questionnaire survey method was adapted. The study employed simple random sampling sample size of 170 employees selected out of which 150 respondents responded. The study employed SEM regression analysis and results show that organizational justice absolutely and meaningfully impacts organization citizenship behavior ( $P = .55$ ), job satisfaction ( $P = .46$ ) and organization outcomes ( $P = .62$ ). Furthermore, the study gives the insight to the administration of the pharmacy firms in Thailand that through offering equality and fairness sensitivities to the employees, they can improve the total efficiency of their pharmacy firms in Thailand.

Rahman, Haque, Elahi and Miah (2015) assess the impact of organizational justice on employee job satisfaction among pharmaceutical company in the city of Bangladesh. The study make use of 76 workers in the industry using simple random sampling techniques. The authors make use of both discipline and multiple regression analysis. They concluded that among the different measures of organizational justice distributive and interactional justice has significant impact on their job satisfaction. Furthermore, procedural justice in the organization has no significant connection with the satisfaction of workers in their job. Although, the authors explained vividly the different measures of organizational justice, however, they were silent on the impact of informational justice on the job satisfaction of workers which would have make the study more robust.

### **3.0 METHODOLOGY**

Research design is the plan for a research project. It provides guidelines which direct the research problem. The design adopted by the researcher is the survey research design. Survey

design allows a researcher to elicit data once from a representative sample of a population and to use the data obtained to generalize the results on the entire population. The choice of the survey design is necessitated by the fact that the present study elicited data from a sample of public servants who were selected in their organizations. Responses obtained from them will be use to draw conclusion on the entire public servants in public service in Jos-Bukuru metropolis, Plateau State, Nigeria, regarding the relationships between organizational justice, job satisfaction and employees commitment.

The population of the study is 180,689 employees drawn from the selected public organizations namely: Federal Government College (85,634), Federal Road Safety Corps (38,121) and Nigerian Security and Civil Defence Corps (56,934). All information were gotten from Admin and Human Resource Department of each organization.

**Table 1: Showing Population and Sample of the Study Using Stratified Sampling Technique**

S/N	Institution	Population	Sample Size
1.	Federal Government College, Jos	85,634	181.5175
2.	Federal Road Safety Corps, Jos	38,121	80.0
3.	Nigerian Security and Civil Defence Corps, Jos	56,934	120
<b>Grand Total</b>		<b>180,689</b>	<b>382</b>

**Source: Admin and Human Resource Department (2022)**

Data for the study was obtained using a structured questionnaire. The instrument was tagged Organizational Justice and Employee Commitment Questionnaire (OJECQ). The questionnaire was designed by the researcher.

The content validity of the instrument was sought before application. This was done by subjecting the items of the instrument to the scrutiny of three experts in the Management Sciences Faculty of the University of Jos. The researcher with the help of a research assistant, who is a graduate of University of Jos went to the selected offices on agreed dates to administer the questionnaire. At each visit, the researcher waited and collected the questionnaires from the respondents. The personal contact method will help to ensure 100% return of the questionnaires.

The statistical tool that is used in the study is Pearson Product Correlation and multiple regression model. This tool is use to test the relationship of variables. Data will be analyzed using Statistical Package for Social Science (SPSS) version both inferential statistics and descriptive. The Pearson Product Correlation was to predict significant relationship on how independent variables increases the dependent variables that is the level of employee is increase because organizational justice was done fairly and justifiable to employee's or the variables used to predict the value of the dependent variables or predictor, explanatory or repressor variables. Hypothesis were tested at 0.05 alpha levels.

## **4.0 RESULTS AND DICUSSIONS**

### **RESULTS**

#### **4.2.1. Research Questions**

##### **Research Question One**

What is the relationship between organizational justice and employee commitment?

**Table 1: The Relationship between Organizational Justice and Employee Commitment**

S/N	ITEMS	SA	A	D	SD	Total
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1.	There is fairness of welfare in the public sector	175	100	55	20	350
		50%	28.5%	15.7%	5.7%	100%
2.	Social intervention schemes were improved in the public sector	175	100	55	20	350
		50%	28.5%	15.7%	5.7%	100%
3.	The practice of justice dispensing has been enhanced in the public sector	75	170	50	55	350
		21.4%	48.5%	14.3%	15.7%	100%
4.	leadership righteousness in the public sector improves public servants' loyalty	175	100	55	20	350
		50%	28.5%	15.7%	5.7%	100%
5.	Equity and transparency inspired public servants' commitment	80	200	20	50	350
		22.9%	57.1%	5.7%	14.3%	100%

Result in Table 1 shows that majority of the respondents responded positively to the relationship between organizational justice and employee commitment. This is typified by their high positive agreed responses on all of the items presented in table 1.

### Research Question Two

What is the relationship between organizational justice and job satisfaction?

**Table 2: The Relationship between Organizational Justice and Job Satisfaction**

S/N	ITEMS	SA	A	D	SD	Total
6.	The dispensing of fairness in public sector improves public servants' satisfaction	95	150	50	55	350
		27.1%	42.9%	14.3%	15.7%	100%
7.	Social intervention schemes increase public servants' satisfaction in the public sector	175	100	55	20	350
		50%	28.5%	15.7%	5.7%	100%
8.	the dispensing of justice in public sector enhances public servants' fulfillment at work	80	200	50	20	350
		22.9%	57.1%	14.3%	5.7%	100%
9.	Leadership righteousness will trigger obligation of public servants in the public sector	95	150	50	55	350
		27.1%	42.9%	14.3%	15.7%	100%
10.	Equity and transparency in the public sector will inspire the appetite of public servants to work	80	200	50	20	350
		22.9%	57.1%	14.3%	5.7%	100

Evidences in Table 2 show that majority of the respondents agreed that there is serious relationship between organizational justice and job satisfaction. This could be seen in their high agreed responses on each of the items in Table 2.

### Research Question Three

What is the relationship between job satisfaction and employee commitment?

**Table 3: The Relationship between Job Satisfaction and Employee Commitment**

S/N	ITEMS	SA	A	D	SD	Total
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11.	Fairness and happiness in the public sector improve public servants' dedication to work	175 50%	100 28.5%	55 15.7%	20 5.7%	350 100%
12.	Social intervention schemes will impact zeal and passion to work in the public sector	75 21.4%	170 48.5%	50 14.3%	55 15.7%	350 100%
13.	Public servants' fulfillment in the public sector will lead to public servant's desire to give their best	80 22.9%	200 57.1%	50 14.3%	20 5.7%	350 100%
14.	Leadership consciousness in terms of justice will trigger public servants' willingness to the work	95 27.1%	150 42.9%	50 14.3%	55 15.7%	350 100%
15.	There is inspiration of appetite by the public sector managers	175 50%	100 28.5%	55 15.7%	20 5.7%	350 100%

Result presented in Table 3 show that the widely accepted roles of job satisfaction in employees commitment in the public sectors.

#### Research Question Four

To what extend does job satisfaction mediate in the relationship between organizational justice and employee commitment?

**Table 4: The Role of Job Satisfaction on the Relationship between Organizational Justice and Employee Commitment**

S/N	ITEMS	SA	A	D	SD	Total
16.	Injustice in the organization's activities increases zeal and desire of employees	175 50%	100 28.5%	55 15.7%	20 5.7%	350 100%
17.	Satisfaction of employee at workplace come under the umbrella of justice dispense by the organization which paramountly enhances commitment of employees	175 50%	100 28.5%	55 15.7%	20 5.7%	350 100%
18.	Comfortibility of employee gain its root from the moral rightness of improving social and captivating welfare which turned the loyalty of employees to be positive	75 21.4%	170 48.5%	50 14.3%	55 15.7%	350 100%
19.	Justification of right not wrong in maintaining the affairs of the	175 50%	100 28.5%	55 15.7%	20 5.7%	350 100%

organization yields positive goals in the organization

20.	Job satisfaction and organization justice leads to employees commitment	80	200	20	50	350
		22.9%	57.1%	5.7%	14.3%	100%

Result in Table 4 shows that majority of the respondents responded positively to the mediating role of job satisfaction on the relationship between organizational justice and employee commitment. This is typified by their high positive agreed responses on all of the items presented in table 4.

### Hypothesis One

There is no significant relationship between organizational justice and employee commitment

**Table 5: Relationship between Organizational Justice and Employee Commitment**

	Organizational Justice	Employee Commitment
Organizational Justice	Pearson Correlation	1
	Sig. (2-tailed)	.987**
	N	99
Employee Commitment	Pearson Correlation	.987**
	Sig. (2-tailed)	.005
	N	99

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

From Table 5, there was positive correlation ( $r = .987$ ,  $n = 99$ ,  $p = 0.05$ ) between organizational justice and employee commitment. Given that the relationship was significant, the hypothesis that, “there is no significant relationship between organizational justice and employee commitment” was rejected. It is therefore concluded that organizational justice has positive significance on employee commitment.

### Hypothesis Two

There is no significant relationship between organizational justice and job satisfaction.

**Table 6: The Relationship Organizational Justice and Job Satisfaction**

	Organizational justice	Job satisfaction
Organizational justice	Pearson Correlation	1
	Sig. (2-tailed)	.982**
	N	99
Job satisfaction	Pearson Correlation	.982**
	Sig. (2-tailed)	.000
	N	99

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

From Table 6 there was positive correlation ( $r = .982$ ,  $n = 99$ ,  $p = 0.05$ ) between organizational justice and job satisfaction. Given that the relationship was significant, the hypothesis that, “there is no significant relationship between organizational justice and job satisfaction” was rejected. It is therefore concluded that organizational justice has positive significance on job satisfaction

### Hypothesis Three

There is no significant relationship between job satisfaction and employee commitment

**Table 7: The Relationship between Job Satisfaction and Employee Commitment**

		Job Satisfaction	Employee Commitment
Job Satisfaction	Pearson Correlation	1	.991**
	Sig. (2-tailed)		.000
	N	99	99
Employee Commitment	Pearson Correlation	.991**	1
	Sig. (2-tailed)	.000	
	N	99	99

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

From Table 7, there was positive correlation ( $r = .991$ ,  $n = 99$ ,  $p = 0.05$ ) between job satisfaction and employee commitment. Given that the relationship was significant, the hypothesis that, “there is no significant relationship between job satisfaction and employee commitment” was rejected. It is therefore concluded that job satisfaction has positive significance on employee commitment.

### Hypothesis Four

Job satisfaction does not mediate on the relationship between organizational justice and employee commitment.

**Table 8: The mediating role of job satisfaction between organizational justice and employee commitment using multiple regression model**

#### Coefficients<sup>a</sup>

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B		Correlations			Collinearity Statistics	
	B	Std. Error	Beta			Lower Bound	Upper Bound	Zero-order	Partial	Part	Tolerance	VIF
(Constant)	.133	.045		2.937	.004	.044	.222					
Mediating Role	.897	.020	.924	45.202	.000	.858	.936	.924	.924	.924	1.000	1.000

Source: Field Report, 2023

From Table 8, there was positive correlation ( $r = .924$ ,  $n = 99$ ,  $p = 0.05$ ) job satisfaction has a mediating role between organizational justice and employee commitment. Given that the relationship was significant, the hypothesis that, “job satisfaction does not mediate on the relationship between organizational justice and employee commitment” was rejected. It is therefore concluded that job satisfaction mediates between organizational justice and employee commitment.



## DISCUSSION

The result of hypotheses one shows that there is a positive significant relationship between organizational justice and employee commitment. This is to say that there is fairness of welfare in the public sector, social intervention schemes were improved in the public sector, the practice of justice dispensing has been enhanced in the public sector, leadership righteousness in the public sector improve public servants' loyalty and equity and transparency inspired public servants' commitment. This is in agreement with Gautam (2003) who hold employee who are happy will spend the rest of their career in their organization. Employees with strong affective commitment continue employment with the organization because they want to do so.

The result of hypotheses two shows that there is a significant positive relationship between organizational justice and job satisfaction. This includes the fact that the dispensing of fairness in public sector improves public servants' satisfaction, social intervention schemes increase public servants' satisfaction in the public sector, the dispensing of justice in public sector enhances public servants' fulfillment at work, leadership righteousness will trigger obligation of public servants in the public sector and equity and transparency in the public sector will inspire the appetite of public servants to work. As Allen and Meyer (2004) pointed out that employees perceive the organization be on their side and the organization reminds a sense of mutual obligation in which both the organization and the employee feel a sense of responsibility to each other.

The result of hypotheses three shows that there is a significant positive relationship between job satisfaction and employee commitment which include that fact that fairness and happiness in the public sector improves public servants dedication to work, social intervention schemes will impact zeal and passion to work in the public sector, public servants fulfillment in the public sector will lead to public servants desire to give their best, leadership consciousness in terms of justice will trigger public servants willingness to the work and there is inspiration of appetite by the public sector managers. This finding corroborates that of Williams and Hazer (2016) who opined that job satisfaction of employees has a significant relationship with employee commitment. Consequently, only a few research studies explored that there is no significant relationship between job satisfaction and employee commitment. Leadership styles of the superior influence the commitment of employees through the effects on job satisfaction.

The result of hypotheses four shows that job satisfaction places a mediating role between organizational justice and employee commitment. This include justice in the organization's activities will increase zeal and desire of employees, satisfaction of employee at workplace come under the umbrella of justice dispense by the organization which paramountly enhances commitment of employees, comfortibility of employee gain its root from the moral rightness of improving social and captivating welfare which turned the loyalty of employees to be positive, justification of right not wrong in maintaining the affairs of the organization yields positive goals in the organization and job satisfaction and organization justice leads to employees commitment. As Laschinger (2001) emphasized that employee commitment and job satisfaction of employees are the more vital components. This is because these two factors largely impact the effectiveness and performance of the organization. Job satisfaction is one of the major predictors of employee commitment. Extremely satisfied employees are more committed to the firm.

## 5.0 CONCLUSIONS AND RECOMMENDATIONS

### CONCLUSION

Based on the outcome of the findings in the study, it was concluded that there is a significant relationship between organizational justice, job satisfaction and employee commitment in public sector within Jos-Bukuru metropolis Plateau State, Nigeria. Also, organizational justice has positive significance on employee commitment. Where justice, fairness and equity

administered the outcome will positively lead to the public servants' satisfaction, fulfillment at work and will inspire them to put in their best into the service. The findings of the study also lead to a conclusion that job satisfaction has positive significance on employee commitment and organizational justice has positive significance on employee commitment in the Nigerian public service. Fairness, happiness, dedication to work, zeal and passion to work are products of job satisfaction.

## RECOMMENDATIONS

In the light of this study, the following recommendations are made: -

1. Government should create exhaustive policies on welfare and social intervention schemes. In order to motivate public servants. Government should build trust and commitment, improve performance, foster organizational citizenship behaviors, and strengthened workers satisfaction and loyalty.
2. There should be dispensing of fairness, justice, leadership righteousness and equity and transparency in the public sector in order to inspire the appetite of public servants to work. When this is done, there will be willingness of workers to put in their best to ensure high productivity in the organization. Head of public service should ensure that distributive and organizational justice are pursued so as to improve workers task performance.
3. Public sector managers should seek fairness, happiness, fulfillment and willingness to work to inspire public servants in their work. More specifically, when employees perceived justice within organization, they would be more willing to help others and listen carefully to the needs of others. With these behaviors, workers will feel appropriately treated and workers' satisfaction and loyalty will be fostered.
4. Effort should be made to provide in controlling research on how organizations can trigger commitment and satisfaction of workers. Organizations should invest in developing a strong and positive organizational justice and creating a work environment that fosters job satisfaction to enhance employee commitment. By doing so, organizations can create a committed and engaged workforce, which can lead to improved organizational performance and success

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