

**IMPACT OF ORGANIZATIONAL JUSTICE ON EMPLOYEE PERFORMANCE AND
COMMITMENT: CASE STUDY OF GUINNESS NIGERIA LIMITED**

Thesis Submitted in Fulfillment of the Requirement for the MSc. In International Business

BY

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CERTIFICATION

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MSC INTERNATIONAL BUSINESS

DEDICATION

To God Almighty, The Giver of Life

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I am grateful to God almighty who saw me through even during these challenging times and throughout this journey.

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ABSTRACT

This study examined the impact of organizational justice on employee commitment using Guinness Nigeria Limited. A total of 200 respondents were selected from the staff of the organization using convenience sampling techniques. Descriptive statistics, Pearson product moment correlation and regression analysis were employed in analyzing the data retrieved from the respondent. Findings reveals that procedural justice, distributive justice, informational justice and interactional justice all predicted employee commitment with ($\beta = 0.361, \rho < 0.01, \beta = 0.270, \rho > 0.01, \beta = 0.399, \rho < 0.01, \text{ and } \beta = 0.480, \rho < 0.01$) respectively. Also, positive and significant relationship exists between procedural justice, distributive justice, informational justice and interactional justice and employee commitment with ($r = 0.711^{**}, \rho < 0.01, r = 0.410^{**}, \rho < 0.01, r = 0.654^{**}, \rho < 0.01 \text{ and } r = 0.722^{**}, \rho < 0.01$) respectively. The study recommended that management should be fair in justice so as to ensure that there is no preferential treatment to employees. This no doubt will ensure that employee put in all their best in workplace and help achieve the organizational goal.

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CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

Justice in every organization is important. However, the pattern of justice in the organization has influence on the commitment of employees as regard their commitment towards their job. The significance of how companies handle their workers has grown dramatically over the last few decades. Akram, Lee, Haider and Hussain, (2020) proposed that instead of individuals acting as tools for organizations; organizations should act as forums for them. The reasoning behind this statement is based on the idea that people respond to how they are handled. Many scholars have recently been concerned about organizational justice. Organizational justice is a critical principle and organizational practice in contemporary organizational management, according to the fields of organizational action and organizational theory(Diab, 2015, Percunda, Taniasari and Chalidyanto, 2020).As a result of the large initiatives to ensure that not only workers obtain organizational justice but are respected across the organization, organizational justice has become very critical in the structure and culture of an organization. This is critical not just for individual workers' well-being, but also for the sustainability of the organizations as a whole. (Akram, Lee, Haider and Hussain, 2020)

The relationship that exists between the functional groups determines an entity's viability and endurance. Employees' views of oppression can weaken their confidence and willingness to do excellent work. Some researchers however argued that inequity in the allocation of a company's capital and assets decreases morale and productivity of an employee as regards to his efficiency. It is of utmost value to understand how acts based on justice affect different facets of a professional work experience in the development of a fair organizational conduct and the creation of a justice among the workers. The perception of justice is of the greatest importance

for employees, particularly in terms of their relationship with management majorly in the area of reward-sharing, monitoring, promotional activities and appointments of workers into the organization. According to Rivai, Reza and Lukito (2019), the concept of justice, also known as corporate justice in the workplace, has been the most influential topic in the fields of organizational behavior and human resource management for decades. Organizational justice is characterized as a consequence of employees' expectations of the honesty and objectivity of the measures in the organization's worth, as well as a degree of equality and fairness in the employees' rights and responsibilities, which helps to measure the link that exist between organizational members and the level of performance.

Business transition from the manufacturing era to the information age has made companies increasingly dependent on human capital around the world, which in turn thrives better when treated equally and justly (Akram, Lei, Haider, and Hussain, 2020). A company success today relies heavily on the intimacy of workers in the workplace. In this dynamic climate, consistent increase in the employee performance is a key to maintaining the company's sought-after success. Therefore, employers today are very concerned with the mindset workers have towards their organizations (Gori, et al 2020; Majekodunmi, 2019). In this context, corporate justice was of great interest from various quarters of the sector, including industrial psychology, compartment management and management of human capital to improve employee productivity performance in organisations. Furthermore, employee motivation was seen in the rational model as a personal push for financial advantages, where companies are viewed as solely economic entities. This situation has become a serious task as organization always seek for means to ensure that individual workers have better mind towards the nature of their workplace (Menastie, 2020; Perainda, et al 2020).

The progress of all organizations depends on organizational justice. To maintain workers happiness, dedication and commitment to the company, the organization's operation in terms of justice system to their workers need to be without any preferential treatment. When workers believe that the company treats them equally in every way, they tend to have a more optimistic attitude and behaviors, such as job satisfaction, commitment, loyalty as well as putting in more efforts to achieve the goal of the organization. Things such as monetary distribution, recruitment of staff in organizations, policymaking and the consequences of policy making on the decision maker to both the management and the workers need consideration with regard to judicial matters. (Orishade and Bello, 2019).

The basic elements and predictors of effective companies' performance lies on the corporate justice of such organization. An equitable, fair, and just organization in terms of their workers will bring about positive conduct and efficiency in its processes, strategies, relationships, and delivery networks. Employees worked better when workplace justice is strengthened. Managers therefore need to make use of distributive and procedural justice effectively so as to increase employee work satisfaction and organizational loyalty in order to reduce employee turnover intentions (Kalay and Turkey, 2016).

The Nigerian breweries industry is one of the most significant in the world. It contributed immensely to the country's Gross Domestic Product (GDP) as well as total employment..The companies was listed on the Nigerian Stock Exchange (NSE) books in 1973 and had a market capitalization of around \$472 billion as at 31 December 2019, making them one of the biggest companies in Nigeria through its market capitalization (Annual Report and Account, 2019).With many actors joining the industry, Nigeria breweries is now one of the fastest and most competitive industries.. In every company, the workers interact individually with the clients and

as a result, the brand ambassadors of the organization requires all organizations to have a system that manages, develops, honors and retains its employees in an acceptable way. Retailers are currently struggling with high employee turnover, despite the fact that industry analysts say there is no shortage of labor in the region. However, educating and cultivating an employee comes at a high cost and takes a long time. Examining employee expectations of the company may be one way to increase efficiency, customer loyalty, and revenue as a final result. Organizational Justice is a concept that is often ignored. Using these perceptions will assist companies to formulate strategies that will be beneficial to both the organization and the staff of the company as a whole.

In today's dynamic environment, businesses are continually pushing themselves to the limit in order to attract the best employees and outperform their rivals by doing things differently. Employees are more mindful of their rights, respect the sense of fairness of the employer, and believe that they will either be equal or just in their judgment. As a result, equity has become a top priority for businesses to consider - since it has a direct impact on employee attitudes and behavior. More so, corporate justice is a key factor in achieving the loyalty and effective performance of workers in the organization. This is because, the performance of workers may decrease as a normal reaction to unequal treatment when workers are not treated equally (Zeidan, and Itani, 2020). Employees therefore, protest against unfair and unjust results or inappropriate processes and interactions because of organizational fairness. In light of this, the need to examine the role of organizational justice on employees' job performance and commitment becomes imperative. .

1.2 Statement of the Problem

The problem of every organization is when the employees are not in a fair state of mind to work effectively, The majority of workers demand a fair wage in return for their efforts (distributive

justice). Furthermore, they anticipate a fair process in which they will be compensated (procedural justice). They often hope to be treated equally by their bosses and subordinates and to have a just relationship with them (interactional justice). Greenberg (1990) suggested that corporate justice research could identify a number of factors associated with organizational behavior. Latest studies have looked at how the existence or absence of a justice system impacts organizational relationships and their results. The evaluation of the impact of organizational justice on the commitment of workers and performance of the organization is one of the issues to consider as this commitment remains a key principle to the prosperity of human capital. In reality, organizational commitment is the recognition and active participation of employees in working processes of the organizational objectives. In the recent time it has become clear that organizational commitment is a powerful motive towards an organization's success.

Many researchers have studied the dimension of organizational justice and how it relates to employee commitment and performance. While there has been significant progress in the field, it is difficult to pinpoint which type of organizational justice (distributive, informational, procedural, or interactional) best describes workers' performance and commitment. So, which of these organizational justice interventions has the greatest impact on organizational success and employee commitment is still an issue to identify? Rather than generalizing, the aim of this study is to evaluate the degree to which each of these organizational justice variables influences employee performance and commitment at Guinness Nigeria Limited.

Guinness Nigeria limited is one of the companies that employ a large range of employees. Justice in this organization in terms of employment, motivations, promotional standard have been an issue associated with most companies of this nature. This in most cases affects the level of

commitment of staff as to the manner of treatment, as a result, the stand of workers as regard to their commitment towards work becomes imperative.

Furthermore, the debate in the literature has been inconclusive, for example studies like Rivai, Reza and Lukito, (2019); Orishede and Bello, (2019) agreed that organizational justice has positive impact on employees commitment and organizational performance. However, Kaley and Turkey (2016) found no significance impact of procedural justice and interactional justice on task performance of the employee. This inconclusive result in the literature is enough pointer that problem still exists as to whether organizational justice is relevant to employees performance or not. Hence, a study of this nature becomes relevant.

1.3 Research Question

For this research work, the following questions are raised and addressed in relation to Guinness Nigeria Limited.

- i. To what extent can procedural justice distributive justices, interpersonal justice and informational justice jointly and independently predict employee commitment in Guinness Nigeria Limited?
- ii. What is the pattern of relationship between procedural justice and employee commitment in Guinness Nigeria Limited?
- iii. What is the pattern of relationship between distributive justice and employee commitment in Guinness Nigeria Limited?
- iv. What is the pattern of relationship between informational justice and employee performance in Guinness Nigeria Limited?
- v. What is the pattern of relationship between interactional justice and employee performance in Guinness Nigeria Limited?

1.4 Research Objectives

Drawing from the research questions, the aim of the study is to examine the effect of organizational justice on employee performance of Guinness Nigeria Limited staffs. The specific objectives however are to:

- i. determine the extent to which procedural justices, distributive justice, interactional justice and informational justice jointly and independently predict organizational performance in Guinness Nigeria Limited
- ii. determine the pattern of relationship between procedural justice and employee commitment in Guinness Nigeria Limited
- iii. determine the pattern of relationship between distributive justice and employee commitment in Guinness Nigeria Limited
- iv. determine the pattern of relationship between informational justice and employee commitment in Guinness Nigeria Limited
- v. determine the pattern of relationship between interactional justice and employee commitment in Guinness Nigeria Limited

1.5 Research Hypothesis

Based on the research question, the following hypothesis is formulated in the null form and tested

H₀₁: Procedural justices, distributive justice, interactional justice and informational justice cannot jointly and independently predict organizational performance.

H₀₃: There is no significant relationship between procedural justice and employee commitment.

H₀₄: There is no significant relationship between distributive justice and employee commitment.

H₀₄: There is no significant relationship between informational justice and employee commitment.

H₀₄: There is no significant relationship between interactional justice and employee commitment.

1.6 Significance of the Study

In the workplace, relative behavior can occur in two forms: this may be by an action or in the other way round counter-action or reaction. Researchers have been researching the interplay of relationships within and among organizational employees in the workplace for several years, with varying degrees of success. There have also been numerous views, concepts, values, techniques, and methods used. Organizational justice, ideology, engagement, success, politics and workplace spirituality are some of the current behaviors seen in different management positions. Among the lists of these principles, the importance of fairness in the workplace cannot be overstated, as employees' perceptions of it are highly perceptible, and it can have a significant impact on their perception and attitude toward work in the company or organization.

As a result, research into the effect of corporate justice on organizational efficiency and employee commitment is crucial in a variety of ways. First, in the manufacturing sectors, the findings of this study will inform top executives about how to ensure that workplace justice is treated equally to all employees in order to increase worker commitment. Secondly, the outcome will bring about further research in the area of organizational justice as academicians will need to carry further studies due to diverse results in the literature. The study will also be of importance to the public sectors as this will guide government on how to make policies that will ensure that workers are not treated badly.

The study would provide valuable insight in the management of conflict in government owned parastatals and other public sector entities. By enhancing working conditions, the findings of this survey will help employees become more committed to their jobs. This will also serve as a reference for management in dealing with workplace misunderstandings. The study will also help management in decision-making especially in the area of recruiting, selection, assistance, training, encouragement and systemic change as regards to their organization.

Finally, the study is significant in that it will show clearly which of the organizational justice variable really affect the performance and commitment of workers at workplace and therefore guide organizations on how to curb such situations

1.7 Scope of the Study

This study examined the impact of organizational justice on employee's performance and commitment using Guinness Nigeria Limited. Guinness Nigeria Limited is used because it is one of the companies the employs more staff and have different units where employee put in their efforts in order to ensure that the aim of the organization is achieved.

1.8 Organization of the Study

This dissertation is presented in five different chapters. The first chapter which is the introduction focused on the background of the study, problem statement, research questions, research aim and objectives, hypotheses of the study, significance of the study as well as scope of the study. the second chapter deals with the literature review. The target is on the conceptual review, theoretical review as well as the empirical review. Chapter three consists of the methodology. The fourth chapter will cover the data presentation and discursion of findings, chapter five deals with the summary, conclusion, recommendation, and contribution of the study to knowledge, study limitations and suggestions for further studies.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

In this chapter of the study, the literature review will be presented. The chapter will be divided into different sections comprising of the conceptual review, theories as regard organizational justice and the review of different empirical work that has been carried out in the literature. Gap in the literature and the conceptual framework will also be discussed in this chapter.

2.2 Conceptual Review

This section focused on the concept of some of the relevant issues in the study.

2.2.1 Concept of Organizational Justice

The term organizational justice has been defined in various ways by different researchers. As put by Okocha and Anyanwu (2016), it refers to the role of equity in the workplace, Organizational justice is an examination of the conduct of an institution against its workers taking into account general moral and ethical values. It includes the degree to which employees embrace management in an organization (Ali, 2018). Justice is known as a moral right action or judgment, on the grounds of ethics, faith, fairness, equality or law. Kalay (2016) gave a broad definition of organizational justice. He describes organizational justice as an evaluation of employee management decisions such as the delegation of responsibilities, empowerment, wage capacity, award distribution, fair economic and social work policies, employees' perception of the general internal decision-making process, and how these decisions are shared with employees in the workplace. In another study, Imran (2016) defined organizational justice as the way leaders use fair procedures and processes to treat employees in order to bring out positive results within a workplace. In particular, organizational justice is concerned with how workers assess whether

they have been treated fairly in their employment and how this assessment relates to other work-related conditions within the workplace, Okocha and Anyanwu (2016).

Ohiorenoya and Eguavoen (2019) see organization justice as how individuals view fair treatment in an organization. Essentially, it is measured in terms of the system of reward policy within the organization. Here, organizational justice ensures that remuneration received from the job is commensurate in a fair manner to individual employee's efforts expended on tasks.

Organizational justice is generally measured by four main divisional aspects; distributive, procedural and interactional justice, and information justice Ogbu and Ugwu (2019).

Distributive Justice deals with the individual's judgment or perception in terms of the organization's fairness in allocating resources and the remuneration scheme when compared with the individual's inputs. It entails a remuneration system without bias and discrimination but based on the commitment level and effort of employees.

Procedural justice refers to individuals' perceptions of the equity in organizational policies and practices, processes, strategies, and mechanisms used in assessing productivity. Procedural justice is usually judged on whether organizations avoid bias in decision-making, correct mistakes ethically, timely inform employees before decisions that affect them are executed, whether rules and regulations are applied equally to all employees, and whether there are the same opportunities for all members in the organizational redress system.

When employees believe their employers provide them with quality assistance, reward enhanced commitment, and provide them with equal knowledge on how results are measured, they experience fairness in the interactional nature of the work.

2.2.2 Concept of Employee Commitment

Demiretal. (2017) defines employee commitment as the way employees view the organization as belonging to them and their perception regarding to what extent to which they see themselves as an integral part of the organization. Employee's perception of their relationship with the organization may determine their level of dedication and willingness to expend more efforts in achieving organizational objectives, Andrew (2017). Ogbu and Ugwu (2019) simply puts defines employee commitment as the identification of employee to, and with his/her organization. This implies that employee commitment is an employee's attachment to a particular organization as a result the organizations structure of policies, ideologies, reputation or credibility. Princy and Rebeka (2019) see employee commitment as a strong-point stemming from experiences within an organization that tends to retain behavioral move of employees to devote more individual inputs in organizational processes towards organizational performance.

Some researchers defined employee commitment as a psychological condition. Andrew (2017) defined employee commitment as a psychological condition that represents a bond between workers and the company and involves the decision by employees to remain as a part of an organization, Eltamo and Keno (2019).

Radosavljević, Čilerdžić, and Dragić (2017) gave three approaches to organizational commitment: Affective, Normative, and Continuance commitments. Affective commitment refers to an employee's emotional connection and association with the organization, as well as his/her involvement, and contribution to its operations, and growth. It entails a psychological bond, in which a worker or employee agrees to be committed to and responsible for the organization due to an alignment in the goals of an organization as well as that of the employee. Affective employees remain with the organization because they see their intimate assignation

with the company as in-line with the company's aims and objectives. Some factors responsible for affective commitment may include job status, remuneration, prompt payment of compensation packages, and the organization's prestigious status in the society.

Continual Commitment refers to a person's understanding of the costs of leaving an organization. It involves the employee's analysis of the gains and losses associated with leaving the present workplace. In the absence of alternative job prospects, and in addition to costs associated with leaving the company, employees may have no other option than to stay with the present company. Therefore, continual commitments are an employee's attachment to an organization based on the estimation of economic benefits anticipated to be gained, or being gained by the employee in the organizations.

Normative loyalty is a situation where employees feel moral obligation to remain with the company because they believe it is the best thing for them to do, Ohioyenoya and Eguavoen, (2019). Normative loyalty is interrelated to advances or upfront payments awarded to the employee by the organization. Staff who have benefited from advanced upfront salaries or fully paid scholarships by organization may feel a moral obligation to stay and contribute to the company because of the benefits associated with the advances or scholarships they have enjoyed.

Employee commitment is considered as one of the most important concepts which influences turnover, job performance, and organizational growth and development, Princy and Rebeka (2019). Employees who are committed to an organization form a bond with it, which leads to improved organizational efficiency, Andrew (2017). The study by Hafiz (2017) found a strong positive relationship between affective, normative, and continual commitment and employee performance.

2.3 Theoretical Review

2.3.1 Adam's Equity Theory

Organizational justice is linked with the equity theory 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:

- i) That an individual is interested in his achievement (reward and recognition), as well as achievements of others.
- ii) That employee expects a fair and equitable return for their contribution to work.
- iii) 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.
- iv) 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, individuals within a workplace 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.

The theory of equity requires four elements: input, output, reference option and motivation of an employee to minimize inequality. The theory makes a distinction between inputs and outputs. Inputs refers to the quantity, quality and consistency in terms of efforts of workers towards their jobs, that makes the employee entitled to some form of reward. An input includes time, skills, education, efforts, knowledge, experience, etc. While outputs are either positive or negative outcomes that an employee receives as a result of his/her interaction with another participant or on the job. Outputs can be financial (salary, bonuses, or profit sharing), or immaterial (Recognition, challenge or responsibility). Reference is a personally perceived comparison of an employee's own inputs and output (in terms of individually set benchmarks) to that of another employee or a group within the organization. The outcome of reference may be overpaid equity, (in which case the person perceives that his outcomes are more as compared to his inputs in relations to others), underpaid equity, and equity, where the employee perceives that his outcomes in relation to his inputs are equal to those of others.

The theory dictates that, reference allows an employee may see equality or inequity. In case of inequality, dissonance, remorse and indignation are created and these negative circumstances results in the individual's different actions to establish equity for him within the workplace. The foundation of Adams Equity Theory is that the input and output of employees have to be balanced because individuals feel conflicted when they assess inequity, and disparity in the comparison of inputs and outputs. Thus, employees must perceive equity in what they are bringing into the organization and what they are getting out of it.

Adam's equity theory reduces exploitation of workers by acknowledging that, workers have a perception of what they expect in terms of equity within an organization. The theory also serves as a source of motivation in an organization by revealing that equity within an organization

motivates employees and fosters better relations between workers in the workplace. However, the theory has been criticized for the difficulty and impracticability of precision in measuring perception of people in terms of output/input ratios, and also the theory does not indicate the particular actions that an individual should take to ensure equity when inequality is perceived.

2.3.2 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.

These strategies to justice were constructed as "equal and fair," or "distributively just," relations in which the proportion of a person's commitments and results was equal. They were based on the tradition of fairness theories prevalent in the 1950s and 1960s. (Greenberg, 1987). Unequal pay disparities, such as those that occurred when employees were overpaid or underpaid in comparison to another employee who contributed equally, were thought to be detrimental, causing shifts in employee satisfaction and/or efficiency. Adams' (1965) principle of inequity, which influenced much of the justice-related studies in organizational environments, stated that overpaid employees would feel "ashamed," whereas low paid workers would feel "upset." "These negative states were supposed to inspire behavioral and / or attitude changes by the employees

who changed the association between themselves and their performance and results, whether behavioral or perceptual (Greenberg, 1987).

2.3.3 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.

2.4 Empirical Framework

In trying to determine whether organizational justice can contribute to the satisfaction of workers in their job, Gofi, Topino, Palazzeschi and Fabio (2020) makes use of 179 Italian workers to investigate whether organizational justice can help to improve the job satisfaction of workers. Three scales were used which includes the scale of job satisfaction, change scale and that of the organizational justice. The findings from the authors indicated that acceptance of change have significant influence on the job satisfaction of workers and that a partial mediation impact still affect the organizational justice. However, when all the measure of organizational justice is included such as procedure justice, distribute, interpersonal and informational justice, they all impacted positively on Job performance.

In another vein, Aeknarajindawat and Jernsittiparset(2020) investigated whether organizational justice can influence the citizenship behavior of the organization, satisfaction with their job and

the organizational outcome in some selected pharmacy firms that are in Thailand. The authors make use of survey design with the use of questionnaire in collecting data. Simple random sampling was used to select 170 employees of the firm. Two software were used for the analysis with the AMOS software and statistical package for social sciences (SPSS). The regression result shows that organizational justice in the firm has a significant and positive effect on the organizational citizenship of the attitude of the employee.

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. Three study employee 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.

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.

Ali (2016) make use of 231 academic staff in Kata Kinabalu Polytechnic In Malaysia to investigate if organizational justice have 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.

Sembiring, Nimran, Astuti and Utamy (2020) assessed the effect of emotional intelligence and organizational justice on job satisfaction, carrying climate and criminal investigator officer. The study made use of all criminal officers that are investigator using the 2016 data. Path analysis was employed with the aid of partial least square. Finding from their study revealed that emotional intelligence has a positive impact on job satisfaction and organizational justice and job

satisfaction. More so, that emotional intelligence has a direct effect on performance, claiming climate and the job satisfaction of the organization. the study recommends that organization justice affect the growth of the business.

Akram, Le, Halden and Hussan (2020) investigated the impact of organizational justice on the employee innovative work behavior using 345 respondents that are working with the telecommunication industry in China. The study employed structural equation model along with confirmatory factor. They concluded that in the company organizational justice impacted positively on the employee innovative behavior of the workers, and the sharing of knowledge. More furthermore, that in term of the relationship between knowledge sharing, the organizational justice, innovative pattern of the employee work behavior, a significant and positive relationship exists among them. Despite the findings of the study, the authors failed to explain all other measures of organizational justice and hence the finding of the study can only be based on the few aspect of the organization.

Fiaz et al, (2020) examined the Organizational justice and employees' performance in an emerging economy. Convenient random sampling has been used to gather data from 433 employees working in different departments of the big five commercial banks in Pakistan; Baron and Kenny's test was used to determine the mediating effect of trust. The findings of the research reflected that organizational justice significantly influences the performance of the organization. It has also been determined that employees' trust fully mediates the impact of organizational justice on employees' performance.

Aeknarajindawat and Jermstittiparsert, (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 ($\beta = .55$), job satisfaction ($\beta = .46$) and organization outcomes ($\beta = .62$). 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.

Hoa et al, (2020) examines the impact of organizational rewards, procedure justice, and perceived supervisor support on perceived organizational support, and the impact of perceived organizational support on affective commitment to the organization in the logistic enterprises. Quantitative research is applied to measure relationships using regression analysis. The research data was collected by convenient method from 180 employees who work in different departments in the logistics industry. The study results found that organizational rewards, procedure justice, and perceived supervisor support have a positive relationship to the perceived organizational support. Also, found that perceived organizational support has strong impact on the affective commitment to the organization. The study results contribute to both management theory and management practice. For the management theory aspect, the authors suggest that perceived organizational support should be considered the key antecedent of affective commitment about which researchers should pay more attention as a concept.

Pimentel et al, (2020) examined the Perceptions of organizational justice and commitment of non-family employees in family and non-family firms. The empirical evidence is provided by a

sample of 205 Portuguese employees, 98 non-family employees of family firms, and 107 non-family firms' employees, who responded to a questionnaire that included organizational justice and commitment measures. All firms included in the sample are small sized privately owned companies. Results show that there are no differences between non-family employees of family and non-family firms regarding the perceptions of organizational justice. However, results reveal that there are significant differences regarding the levels of organizational commitment. Furthermore, it was found that, in family firms, non-family employees' perceptions of organizational justice are positively related to the levels of commitment, especially regarding the affective dimension.

Jameel et al, (2020) examined the relationship between organizational justice (OJ) and organizational commitment (OC) among secondary school teachers. The sample consisted of 98 teachers working in 8 public secondary schools. OJ consists of three dimensions, namely, distributive justice (DJ), procedural justice (PJ), and interactional justice (IJ) which was used to measure the level of perception of justice among teachers, whereas to determine the level of commitment among teachers, the study used OC questionnaire. Pearson correlation and regression analysis methods were used to find the relationship and the impact of OJ on OC. The main findings of the study indicated that there is a positive and significant relationship between OJ dimensions and OC; DJ found highly correlated with OC. However, PJ and IJ positively and significantly predicted OC among secondary school teachers. The study could provide some significant literature contributions on the OJ and OC of secondary school teachers in developing countries.

Suifan et al, (2017) investigate the effect of organizational justice on turnover intention via the mediating influences of organizational commitment and job satisfaction. In addition, the study

aims at incorporating all four facets of organizational justice (procedural, distributive, interpersonal and informational) in an attempt to test the model in a developing country context. The study targeted employees in the airline industry working for airline companies currently operating in Jordan. A count of 323 questionnaires were directly distributed and completed and returned by employees yielding a response rate of 81 percent. Multiple regression analysis was used to test the hypotheses. The result revealed that that both organizational commitment and job satisfaction had a mediating effect on the relationship between organizational justice and turnover-intention. While job satisfaction fully mediated the relationship, organizational commitment only had a partially mediating effect.

Swalh et al, (2017) examined the influence of organizational justice on job performance. The study propose two models: the first examines the impact of different dimension of justice (distributive, procedural and interactional) on job performance taking into consideration the mediating role of affective commitment and the second model utilizes the notion of overall justice to predict job performance considering the mediating role of affective commitment. The study was conducted with a sample group of 343 employees working within French small-and medium-sized enterprises (SMEs). confirmatory factor analysis (CFA) was employed to test the research hypotheses. The results support the mediating role of affective commitment between organizational justice and job performance and demonstrate that overall justice has a greater effect on affective commitment than specific dimensions of justice.

Ponnu and Chuah, (2010) examined the relationship among organizational justice, organizational commitment and turnover intention of Malaysian employees. The study employed descriptive analyses, factor analysis, Pearson correlation, and regression to test the hypotheses. Primary source of data collection was employed using a sample of 172, collected from employees across

organizations in the country. The result revealed that both procedural and distributive justice perceptions were significant contributors in explaining organizational commitment and turnover intention. The findings have important implications for managers in formulating appropriate strategies, policies and procedures to improve employees' commitment to their organizations and to reduce their turnover intentions.

O'Connor and Crowley-Henry, (2019) explores the relationship between an organization's exclusive talent management (TM) practices, employees' perceptions of the fairness of exclusive TM practices, and the corresponding impact on employee engagement. The study proposes that in organizations pursuing exclusive TM programs, employee perceptions of organizational justice of the exclusive TM practices may affect their employee engagement, which may influence both organizational and employee outcomes. Building on extant research, we present a conceptual framework depicting the relationship between exclusive TM practices, organizational justice and employee engagement, with social exchange theory and equity theory as the framework's foundation. The propositions in the framework are each supported by the respective literature. The perceived organizational justice and potential ramifications of exclusive TM practices for employees who are not included in corporate talent pools is an under-researched topic. The study considers the perspectives of employees not included in corporate talent pools and explores how exclusive TM practices, as inputs, could lead to negative employee engagement outputs. In unpacking how exclusive TM practices could impact on employee engagement, the implications for organizations are underlined. The ethics and perceived fairness of exclusive TM practices, which have the potential to marginalize employees and lead to their disengagement, are considered.

Kalay, (2016) examined the Impact of Organizational Justice on Employee Performance in Turkey. The study was conducted based on data collected from 942 teachers working in public schools in three Turkish metropolitan cities. The hypotheses were tested using partial least squares structural equation modeling (PLS-SEM) techniques. The findings of the study indicated that among the three aspects of organizational justice, distributive justice has a positive and significant impact on task performance. However, it was determined that the other two aspects, procedural justice and interactional justice, have no significant impact on task performance.

Wang, Liao, Xia and Chang, (2010) examined the impact of organizational justice on work performance in China. The study developed and tested a model that identifies the impact of organizational justice on work performance. The model examined the mediating role played by organizational commitment and leader-member exchange (LMX) in linking organizational justice and work performance. The data were collected from 793 completed questionnaires sampling employees from industries across the People's Republic of China. The questionnaire included scales to measure organizational justice, organizational commitment, LMX, and work performance. The measurement of constructs and the hypothesized relationships among variables were assessed by the use of structural equation modeling. The Baron and Kenny approach was used to test the mediating effects. The findings revealed that the relationship of organizational justice to work performance was mostly indirect, mediated by organizational commitment and LMX. Also, among the three kinds of organizational justice, interactional justice was the best predictor of performance. Lastly, organizational commitment accounted for more of the variance than LMX did in the mediating mechanism.

Arab and Atan, (2018) investigate the main and interaction effects of organizational justice components as they pertain to job performance and satisfaction in an Eastern region. Data was

gathered utilizing a sample of 402 employee-manager dyads working for various institutions of higher education in the Kurdistan Region of Iraq. Hierarchical regression analyses and relative weight analysis were used to test the research hypotheses. The results indicated that perceived distributive, procedural, and interactional justice all contribute to employee job satisfaction and job performance, and that among the justice components, interactional justice was more strongly related to job satisfaction and job performance. The results also showed that interactional justice interacts with distributive justice to affect job performance.

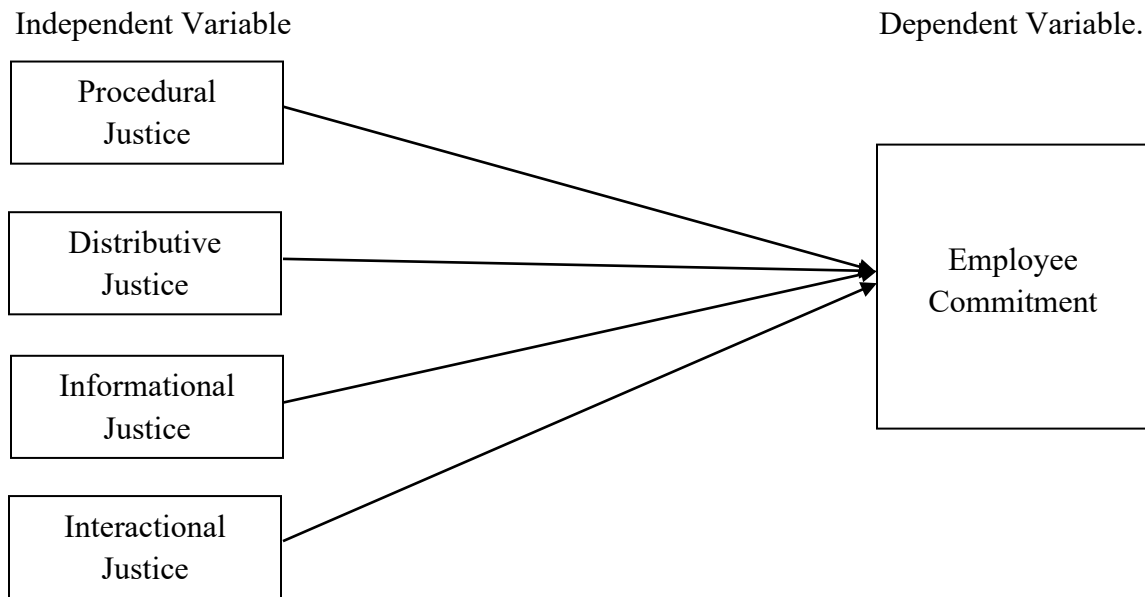
Imamoglu et al, (2019) investigate the relationships among organizational justice, organizational commitment, knowledge sharing, and firm performance. By using the survey data from a sample of 211 responses, the study employed Structural equation modeling (SEM) analysis to test the hypotheses, the results revealed that organizational justice affects organizational commitment, knowledge sharing, and firm performance. Moreover, organizational commitment influences knowledge sharing and firm performance. It is also found that knowledge sharing affects firm performance.

Novitasari et al, (2020) examined the effect of organizational justice on organizational commitment of the employee of a packaging manufacturer in Indonesia which are mediated by intrinsic and extrinsic job satisfaction. Data collection was done by simple random sampling to 271 population of employees. The returned and valid questionnaire results were 145 samples. Data processing was used Structural equation modeling (SEM) method. The results revealed that organizational justice have a positive and significant effect on intrinsic and extrinsic job satisfaction. Intrinsic and extrinsic job satisfaction have a positive and significant effect on organizational commitment. Organizational justice has not significant effect on organizational commitment. Intrinsic and extrinsic job satisfaction have a significant effect as mediator between

organizational justice and organizational commitment. This new research proposed a model for building the organizational commitment among the employee of a packaging manufacturer in Indonesia through enhancing organizational justice with intrinsic and extrinsic job satisfaction as a mediator.

2.4 CONCEPTUAL FRAMEWORK OF THE MODEL

In order to determine the effect of organizational justice on employee performance and commitment, a conceptual framework that shows the relationship between the dependent and independent variable is formulated. Based on the literature, the measures for organizational justice are procedural justice, distributive justice, interactional justice and informational justice. These four measures of organizational justice stand as the independent variables while organizational performance stands as the dependent variables. The conceptual framework for the model is presented in the figure below:



Conceptual Framework for the Model Specification.

CHAPTER THREE

METHODOLOGY

In this chapter of the study, the methodology that will be employed in order to achieve the set objective will be discussed. As a result, the method of research design, population and sample size of the study, method of sampling techniques, instrument of data collection, reliability and the validity of the instrument and the method of data analysis.

3.0 Research Design

This study makes use of descriptive survey design to gather the number of respondents for this study. The research design will be carried out through a descriptive survey design.

3.1 Population of the Study

The study population involves the workers of Guinness Nigeria PLC situated in Lagos Nigeria. This company is selected since they employ more workers and in different departments and educational background.

3.2 Sampling Techniques and Sample Size

Since not all the workers in the company will be ready to respond to the questions. The researcher will make use of convenience sampling techniques in other to select the respondent that will be involved in the questionnaire. The study make use of 200 respondents as the sample size for the research. The respondents were selected using convenience sampling techniques

3.3 Instrument of Data Collection

The study makes use of primary source of data using questionnaire. The questionnaire was closed ended. The structured questionnaire was divided into three sections. Section A contained the biodata of the respondents. Section B contains the questions relating to organizational justice while Section C contains questions relating to employee commitment. Five Likert scale was used which consists of Strongly Disagreed, Disagreed, Neutral closed ended type and comprise of

both the bio data of the respondents and the necessary questions that are related to the research questions and hypothesis of the study.

3.4 Reliability and Validity of the Study

In order to ensure that the questionnaire is relevant to the research work, all the questions will be submitted for scrutinizing to the supervisor and other expert in the field of industrial business. This will make the questions on the questionnaire to be sound. The Cronbach alpha will be employed to test for the reliability of the item. The study will expect all the items to be more than 70 percent.

3.9 Model Specification

After collection of the data from the respondent, the data are coded for easy computation. In order to achieve the objective, regression analysis and Pearson product moment correlation techniques was employed. The functional form is specified bellow emanating from the conceptual framework.

$$:EC = F(PJ, DJ, IFJ, INJ). \quad 3.1$$

Where:

EC = Employee Commitment

PJ = Procedural Justice

DJ = Distributive Justice

IFJ = Informational Justice

INJ = Interactional Justice

In mathematical form, the model is expressed as

$$EC = \beta_0 + \beta_1PJ + \beta_2DJ + \beta_3IFJ + \beta_4INJ + \varepsilon_t. \quad 3.2$$

On a priori, the study expects $\beta_1 > 0$, $\beta_2 > 0$, $\beta_3 > 0$ and $\beta_4 > 0$

3.5 Method of Data Analysis

This study makes use of the statistical Packages for Social Sciences (SPSS). In order to achieve the set objectives of the study, both descriptive and inferential statistics was used. The descriptive statistics comprise of the mean, standard deviation and cumulative frequency. This was used to analyze the response of the respondent on each question and the Bio data of the respondent. Regression analysis and the Pearson product moment correlation techniques was applied to achieved other objectives of the study.

CHAPTER FOUR

DATA PRESENTATION AND ANALYSIS OF RESULT

4.1 Introduction

The focus of this chapter is on the presentation of data and interpretation of the result received from the field survey. Outcome of the result will be used to come up with the conclusion of the study and draw up necessary recommendations for the study.

4.2 Data presentation

4.2.1 Response Rate

A total of 210 questionnaires were distributed to the employee of Dangote Sugar Limited situated in Lagos State. Of the 210 questionnaires, 200 were retrieved while 10 of the questionnaires were not returned. The response rate was 90.9 percent which indicated that a sizeable number of the population was captured. The interpretation of the result was based on the response rate of the respondent. Table 4.1 below shows the presentation of the result based on the response rate of the respondent.

Table 4.1. Response and Non – response rate of respondent

Questionnaire	Frequency	Percentage
Completed questionnaire retrieved	200	90.9
Non retrieved questionnaire	10	8.1
Total	200	100

Source: Computed by Author' 2021

4.2: General Demographic Characteristics of Respondents

The general demographic characteristics of the respondents for this dissertation comprised of the gender of the respondents, the bracket of their age, marital status, religion, Education qualification, years of working experience, cadre and the department where they work.

Gender of Respondents

Table 4.2: Gender of Respondents

	Frequency	Percent
Male	158	79
Female	42	21
Total	200	100

Source: Field survey, 2021

The descriptive analysis of the respondent in terms of gender is presented in Table 4.2 and Figure 4.1 below. From the findings, the male comprised 76% of the respondents as opposed to the 24% which was the percentage for the female respondents. As a result of the analysis, the results concluded the significant portion of the respondents that participated in the research study were male.

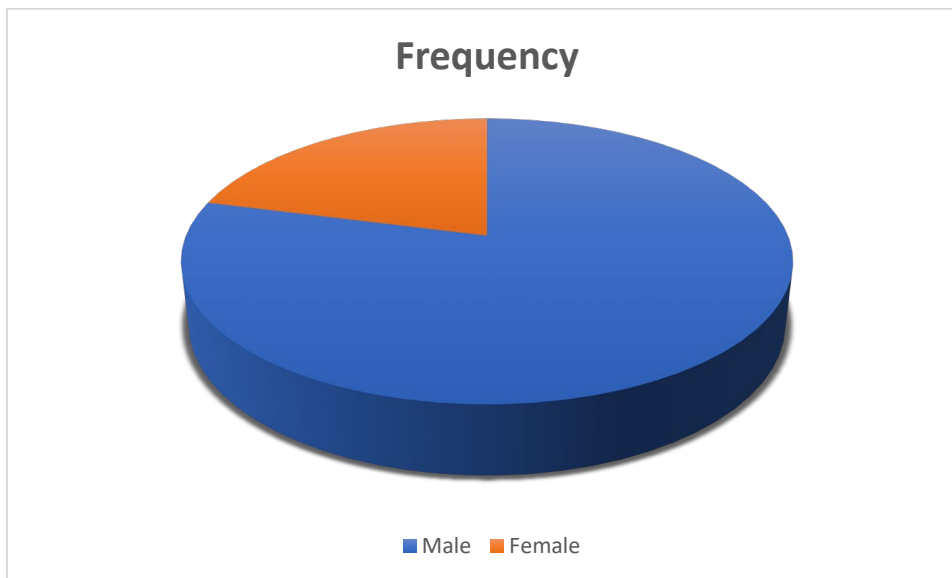


Figure 4.1: Pie chart showing the dimension of the percentage of gender of the respondent

Source: Field Survey, 2021

Table 4.3 Age Group of Respondent		
	Frequency	Percent
20-30 years	44	22
31-40 years	77	38.5
41-50 years	63	31
51 years and above	16	8
Total	200	100

Source: Field survey, 2021

In Table 4.3 and Figure 4.2, the findings from the field survey indicated that 44 of the respondents representing 22% falls between 20 to 30 years 77 of the respondent equivalent to 38.5% of the respondents that participated falls within 31 to 40 years. 63 (31%) of the respondents are between 41 to 50 years while 16 of the respondents representing a percentage of 8% are between 51 years and above. Drawing from the field survey, majority of the respondent that participated were above 30 years of age. The percentage of the respondents is presented in the pie chart below

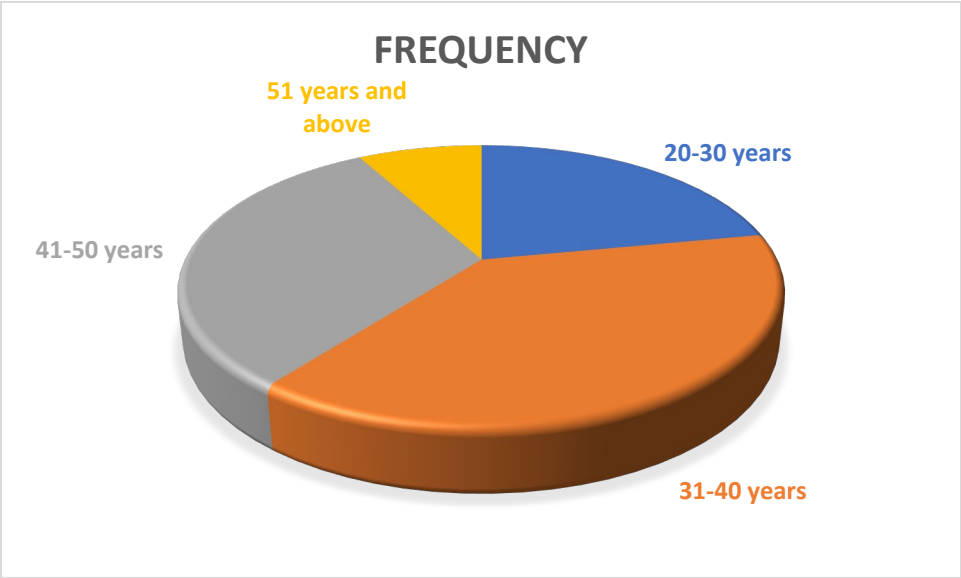


Figure 4.2 Pie chart showing the percentage of age distribution of the respondent

	Frequency	Percent
Married	134	67
Single	62	31
Widow	4	2
Total	200	100

Source: Field survey, 2021

Presented in table 4.4 is the marital status of the respondent based on the field survey. From the table 67 percent of the respondents are married. 62 representing 31 percent of the respondent are single while 4 representing a 2 percent of the total respondent are widow. The conclusion reached from the survey shows that majority of the respondents that completed the questionnaire are married. The distribution of the percentage of the respondent is shown in the figure 4.3

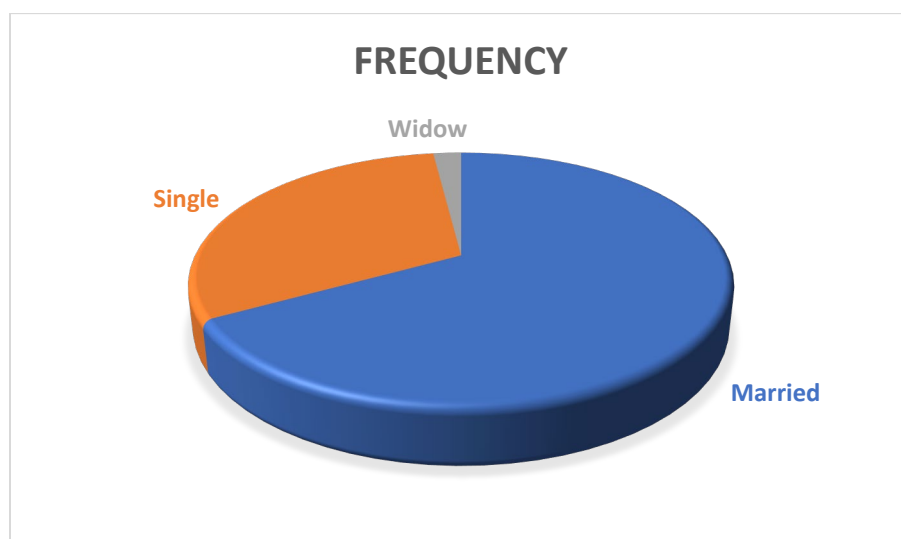


Figure 4. 3. Pie chart showing the percentage of respondent based on their marital status

	Frequency	Percent
Christianity	86	43
Islam	90	45
Others	24	12
Total	200	100

Source: Field survey, 2021

The researcher was also interested to know the religion of the respondent. Drawing from table 4.5, the result shows that out of the 200 respondent, 86 (43%) practice Christianity. 90(45%) practices Islamic religion while 24 (12%) of the respondent prefer not to say. Based on the findings, the study concluded that majority of the respondent’s practices Islam and Christianity. The percentage distribution of the respondents based on their religion is presented in the figure 4.4.

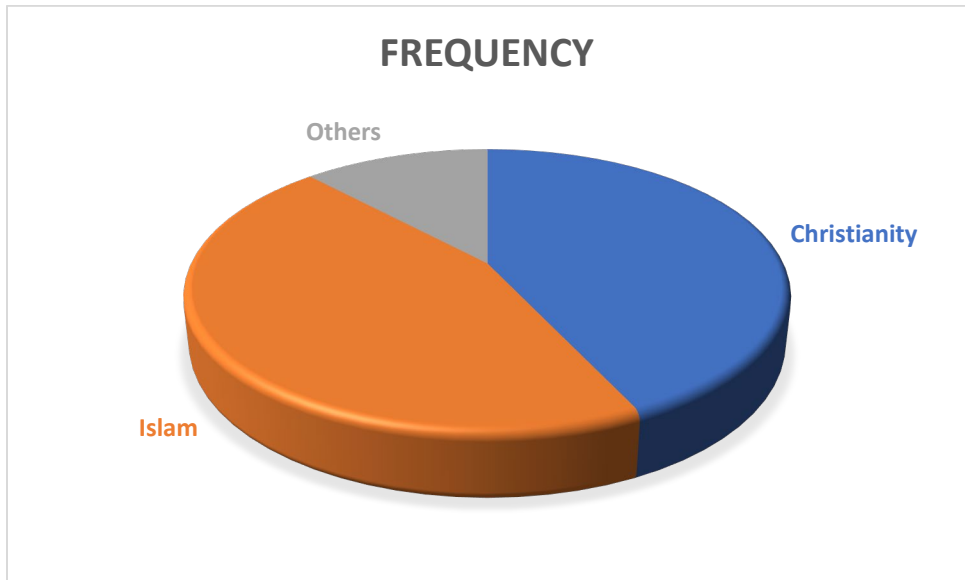


Figure 4.4 Pie chart showing the percentage of respondent’s religion

	Frequency	Percent
Postgraduate	23	11.5
Professional	7	3.5
B.Sc/HND	101	50.5
OND/NCE	46	23
SSCE/GCE	18	9
Others	5	2.5
Total	200	100

Source: Field survey, 2021

Table 4.6 presented the highest level of educational qualification of the respondents based on the field survey. From the outcome, 23(11.5%) of the respondents are holders of Postgraduate degree. 7(3.5%) have professional certificate aside their first degree. 101(50.5%) are holders of first degree. 46 (23%) have Ordinary National Diploma (OND) or National Certificate

Examination (NCE). 9 percent of the respondents are holders of secondary school certificate while only 5(2.5%) of the respondents do not disclose their highest educational certificate. Based on the outcome, majority of the respondent are holders of first degree and above. The percentage distribution of the respondents in terms of their educational qualification is depicted in and Figure 4.5

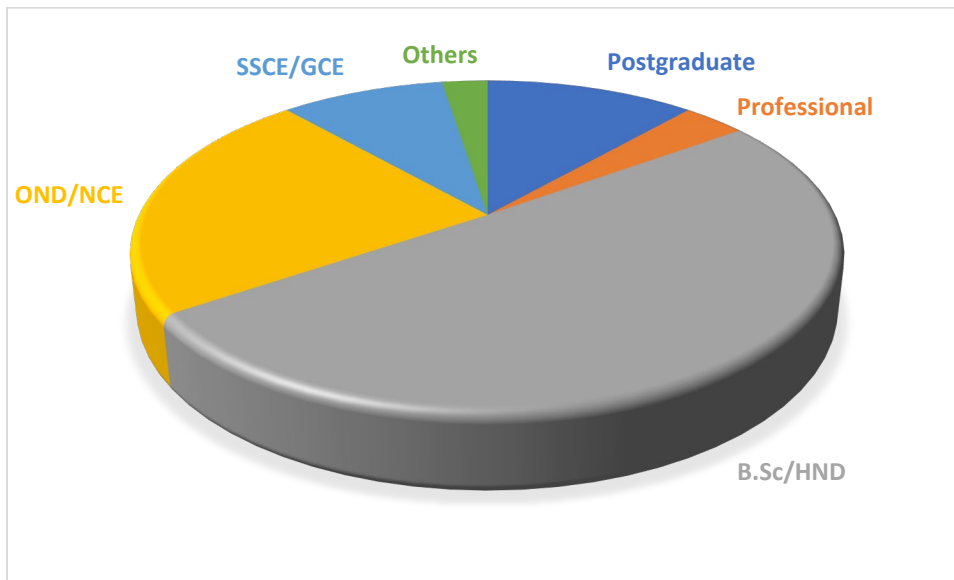


Figure 4.5: Pie chart showing percentage distribution of the respondents in terms of their educational qualification.

Table 4.7 : Work Experience

	Frequency	Percent
Less than 5 years	38	19
5-10 years	139	69.5
11-15 years	23	11.5
Total	200	100

Source: Field Survey. 2021

In this study, the researcher also was interested in finding out the duration employees have worked with the company. Table 4.7 indicated that, 38 of the respondents making 19% of the total respondents have been working in the company for less than 5 years, 139 of the respondents which is equivalent to 69.5% of the total respondents have work in the company between 5-10 years. However, those who have spent 11 years and above are 23 and have

equivalent of 11.5% of the total respondent. Based on the findings, majority of the respondents have work for over 5 years in the company. The percentage distribution of the respondent based on their years' work experience is presented in Figure 4.6

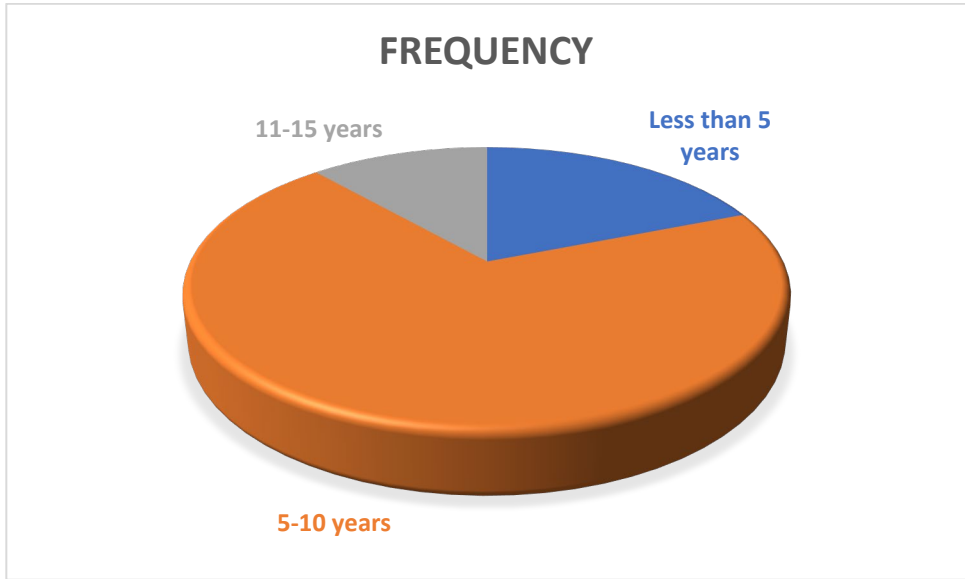


Figure 4.6: Pie chart showing the percentage distribution of the respondent based on their years work experience

	Frequency	Percent
Senior Staff	43	21.5
Junior Staff	141	70.5
Others	16	8
Total	200	100

Source: Field Survey, 2021

The researcher was also interested in knowing the cadre of the respondent in the organization. Based on the field survey, 43 of the respondents making 21.5% of the total respondents' falls in the senior staff cadre in the organization. 141 of the respondent equivalents to 70.5% are junior staff categories. Those who prefer not to say their cadre are 16 with 8% of the overall respondent. Based on the outcome, majority of the respondents falls in the junior staff cadre in the organization that completed the questionnaire. The percentage of the respondent based on their cadre is presented in figure 4.7 below.

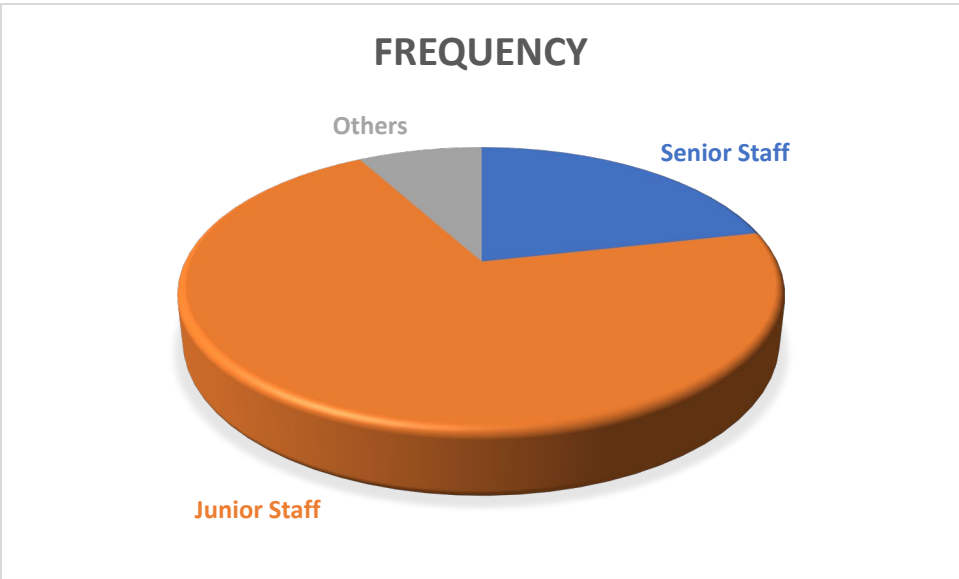


Figure 4.7: Pie chart showing the distribution of respondents based on their cadre

Department	Frequency	
	Frequency	Percent
Store	33	16.5
Administrative	22	11
Accounting	12	6
Production	50	25
Transport/Works	42	21
Marketing	31	15.5
Human Resources	3	1.5
Total	200	100

Source: Field Survey, 2021

The distribution of the respondent based on the department is presented in Table 4.9. From the field survey carried out 33(16.5%) of the respondents are in store department. 22(11%) of the respondent are in the administrative department. In the accounting department a total of 12 respondent representing 6% of the total population falls in this group. 50 with an equivalent of 25% of the respondent are in the production department. In the transport and works department 42(21%) of the respondents are in this bracket. A total of 31 with 15.5% of the respondent are in the marketing department while 3(1.5%) are in the human resources department. From the

outcome of the survey, majority of the respondent are in the production department. The percentage distribution of the respondent based on their department is depicted in figure 4.8 below.



Figure 4.8 : Pie chart showing the percentage distribution respondent based on their department

Table 4. 10: I think that my level of pay is quite decent

	Frequency	Percent
Strongly Disagree	33	16.5
Disagree	19	9.5
Undecided	16	8
Agree	43	21.5
Strongly Agree	89	44.5
Total	200	100

Source: Field survey, 2021

The respondents were asked on whether they are satisfied with their level of pay in the organization. Based on the field survey, as reported in Table 4.10, out of the 200 respondents, 15.5% strongly disagreed, 9.5% of the respondents disagreed. 8% of the respondents prefer not to say their mind as regards their pay. 21.5% agreed while 44.5% strongly agreed. From the

outcome, the study concluded that majority of the workers are pleased with their level of pay. The percentage distribution of the respondent based on their acceptance of pay is shown in figure 4.9.

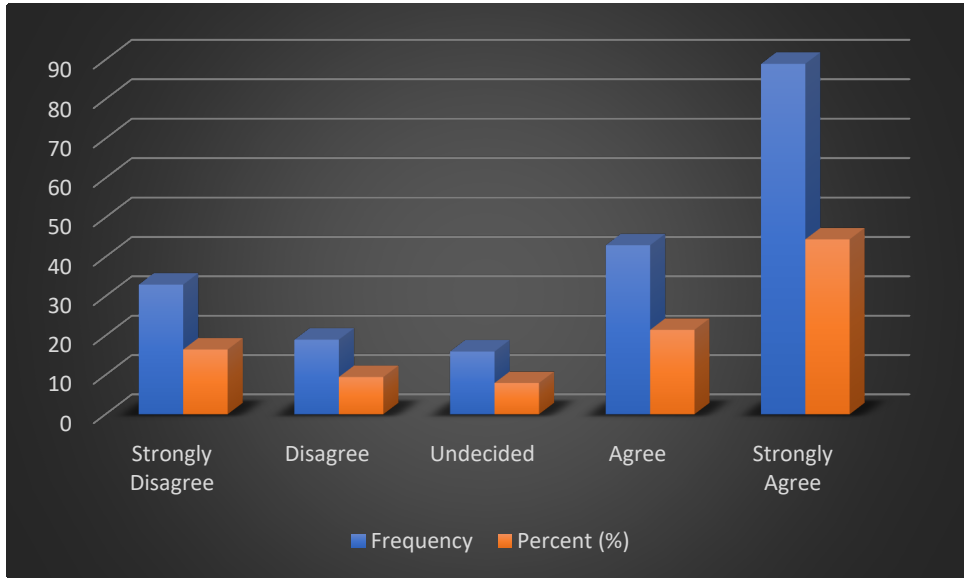


Figure 4.6: Pie chart showing the percentage distribution of the respondent based on their years work experience.

Table 4.11: The incentive I receive here are pretty decent

	Frequency	Percent
Strongly Disagree	23	11.5
Disagree	14	7
Undecided	17	8.5
Agree	40	20
Strongly Agree	106	53
Total	200	100

Source: Field survey, 2021

The respondents were asked on whether the incentives they receive in the organization are pretty decent. Based on the field survey, as reported in Table 4.11, out of the 200 respondents, 15.5% strongly disagreed, 7% of the respondents disagreed. 8.5% of the respondents prefer not to say

their mind as regards their acceptance to the incentive been received. 20% agreed while 53% strongly agreed. From the outcome, the study concluded that majority of the workers pleased with the incentive they received from the organization that it is pretty decent. The percentage distribution of the respondent based on their view on the incentive they received is shown in figure 4.10.

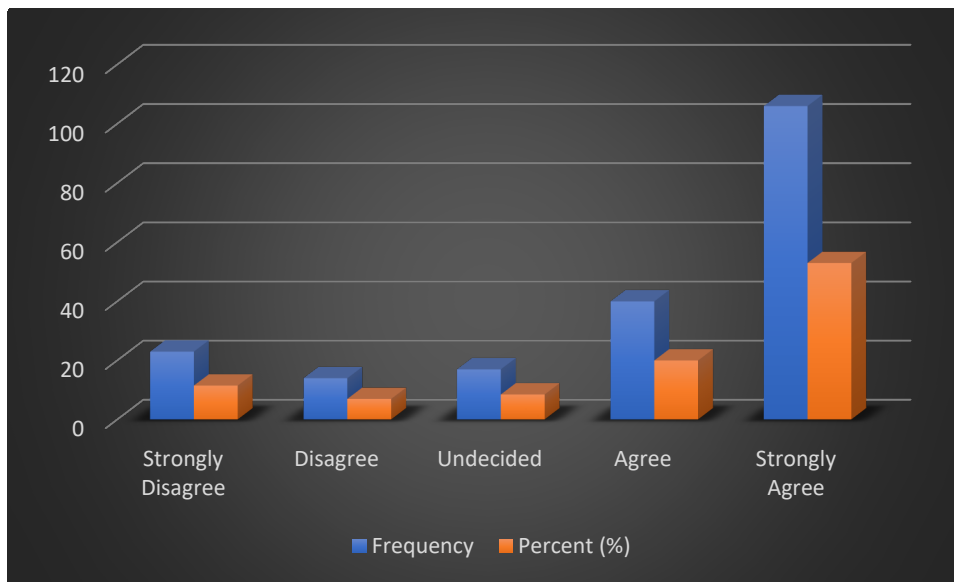


Figure 4. 10. Views of respondents based on incentives received

Table 4.12: I find my job load to be fairly equal

	Frequency	Percent
Strongly Disagree	41	20.5
Disagree	23	11.5
Undecided	18	9
Agree	36	18
Strongly Agree	82	41
Total	200	100

The respondents were asked on whether they find their workload to be fairly equal in the organization. Based on the field survey, as reported in Table 4.12, out of the 200 respondents,

20.5% strongly disagreed, 11.5% of the respondents disagreed. 9% of the respondents prefer not to say their mind as regard their job workload. 18% agreed that their workload is fair while 41 percent strongly agreed. From the outcome, the study concluded that majority of the workers agreed that their workload is fairly and equal in the organization. The percentage distribution of the respondent based on how they find their job is shown in figure 4.11.

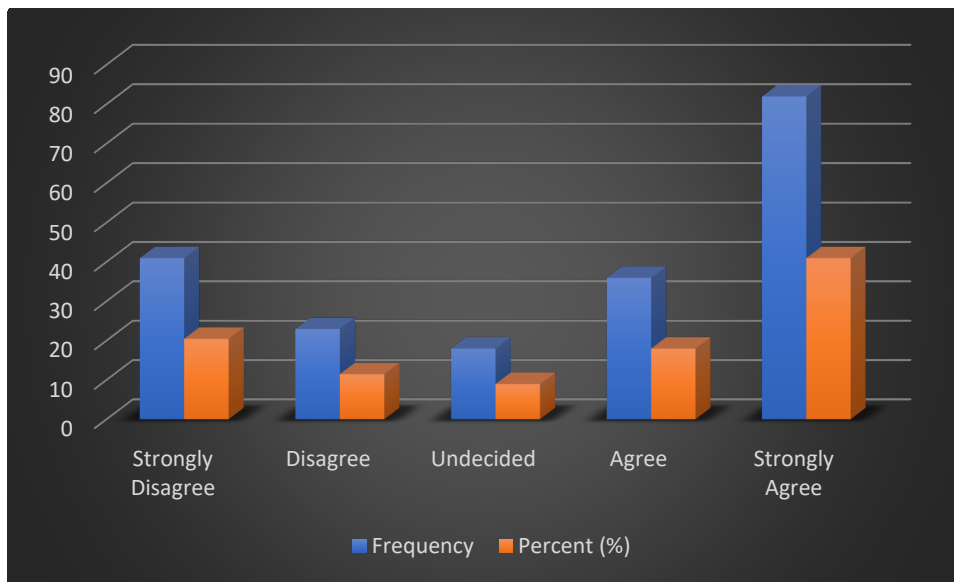


Figure 4. 11: Bar chart showing the view of respondent as regard to job fairness

Table 4.13: I believe that my duties are reasonable

	Frequency	Percent
Strongly Disagree	12	6
Disagree	17	8.5
Undecided	16	8
Agree	45	22.5
Strongly Agree	110	55
Total	200	100

Source: Field survey, 2021

The respondents were asked on whether their duties at workplace are reasonable. Based on the field survey, as reported in Table 4.13, out of the 200 respondents, 6% strongly disagreed, 8.5%

of the respondents disagreed. 8% of the respondents prefer not to say their mind as regards their importance of their duties at workplace. 22.5% agreed that their duties at workplace are reasonable while 55% strongly agreed. From the outcome, the study concluded that majority of the workers are pleased with their duties at workplace. The percentage distribution of the respondent based on their believe as regard the reasonability of their duties at workplace is shown in figure 4.12.

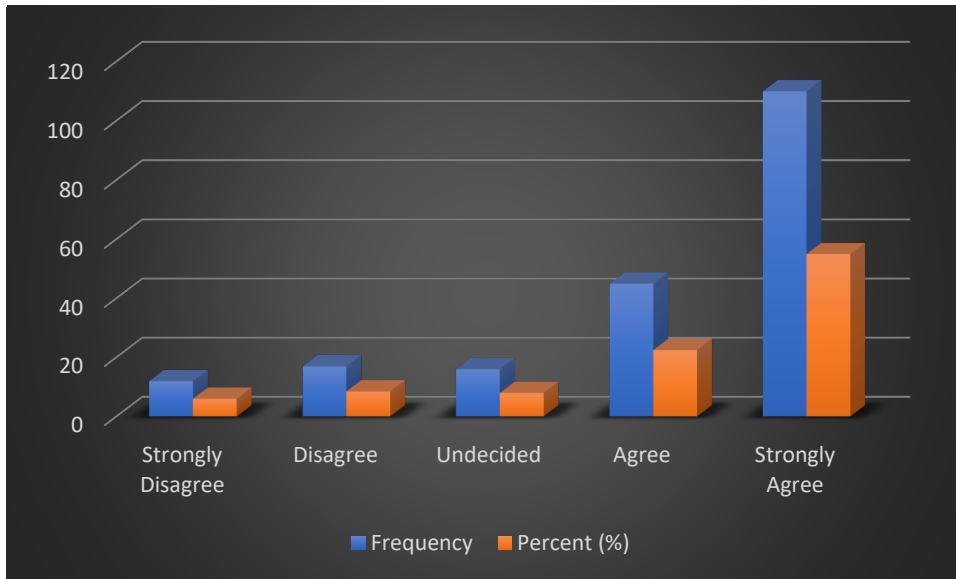


Figure 4. 12 Bar chart showing the distribution of respondents as regard to duties at workplace are reasonable

Table 4.14: I am satisfied with the pattern of motivation in this organization

	Frequency	Percent
Strongly Disagree	18	9
Disagree	23	11.5
Undecided	12	6
Agree	22	11
Strongly Agree	125	62.5
Total	200	100

Source: Field Survey, 2021

The respondents were asked on whether they are satisfied with the pattern of motivation in this organization. Based on the field survey, as reported in Table 4.14, out of the 200 respondents, 9% strongly disagreed, 11.5% of the respondents disagreed. 6% of the respondents prefer not to say their mind as regards their importance of their duties at workplace. 11% agreed that their duties at workplace are reasonable while 65% strongly agreed. From the outcome, the study concluded that majority of the workers are pleased with their duties at workplace. The percentage distribution of the respondent based on their believe as regard the reasonability of their duties at workplace is shown in figure 4.13.

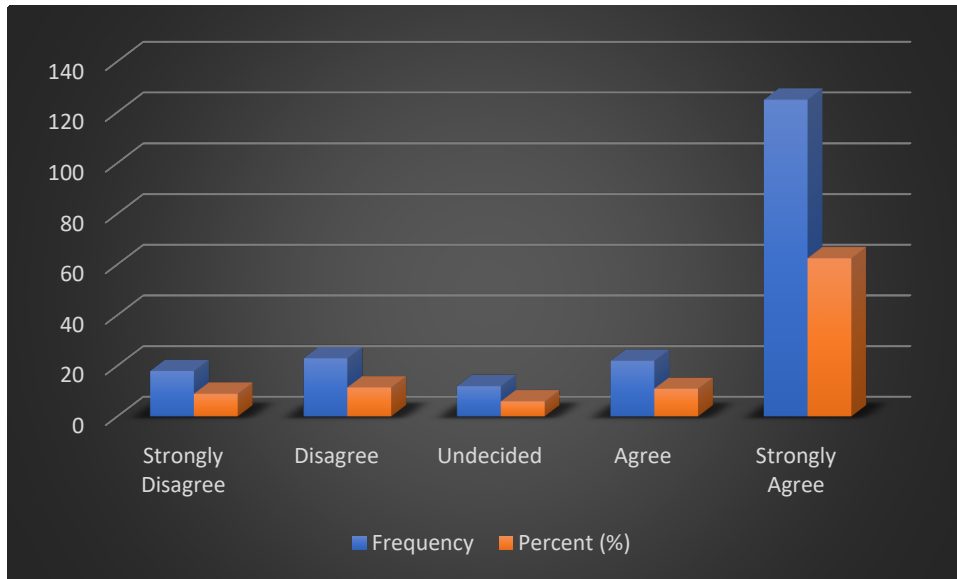


Figure 4. 13 Bar chart showing the distribution of respondents as regard to duties at workplace are reasonable

Table 4.15: In this organization all staff complaints are treated before work decisions are considered

	Frequency	Percent
Strongly Disagree	20	10.0
Disagree	24	12.0
Undecided	13	6.5
Agree	44	22.0
Strongly Agree	99	49.5
Total	200	100

The respondents were asked on whether in the organization, all staff compliant are treated before work decision are considered. Based on the field survey, as reported in Table 4.15, out of the 200 respondents, 9% strongly disagreed, 11.5% of the respondents disagreed. 6% of the respondents prefer not to say their mind as regards their importance of their duties at workplace. 11% agreed that their duties at workplace are reasonable while 62.5% strongly agreed. From the outcome, the study concluded that majority of the workers are pleased with their duties at workplace. The percentage distribution of the respondent based on their believe as regard the reasonability of their duties at workplace is shown in figure 4.14.

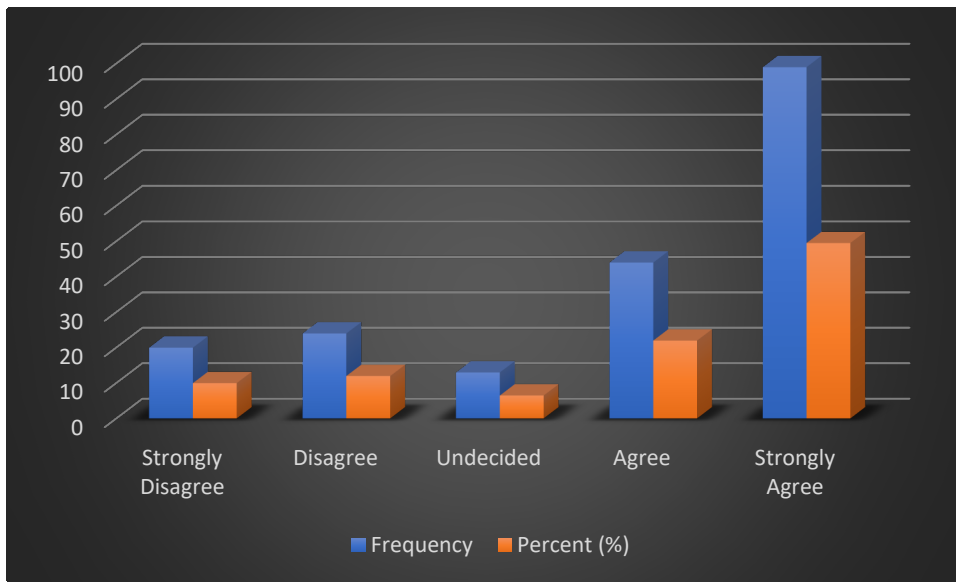


Figure 4.14: bar charts showing the distribution of respondents as regard to the organization, that all staff complaint are treated before work decisions are considered

Table 4: 16: My organization gathers correct and fill data to make work decisions

	Frequency	Percent
Strongly Disagree	24	12
Disagree	17	8.5
Undecided	19	9.5
Agree	37	18.5
Strongly Agree	103	51.5
Total	200	100

Source: Field Survey, 2021

The respondents were asked on if the organization gather correct and fill data to make work decisions. Based on the field survey, as reported in Table 4.16, out of the 200 respondents, 12% strongly disagreed, 8.5% of the respondents disagreed. 9.5% of the respondents prefer not to say their mind as regards their importance of their duties at workplace. 18.5% agreed that their duties at workplace are reasonable while 51.5% strongly agreed. From the outcome, the study concluded that majority of the workers are pleased with their duties at workplace. The percentage distribution of the respondent based on their believe as regard the reasonability of their duties at workplace is shown in figure 4.15.

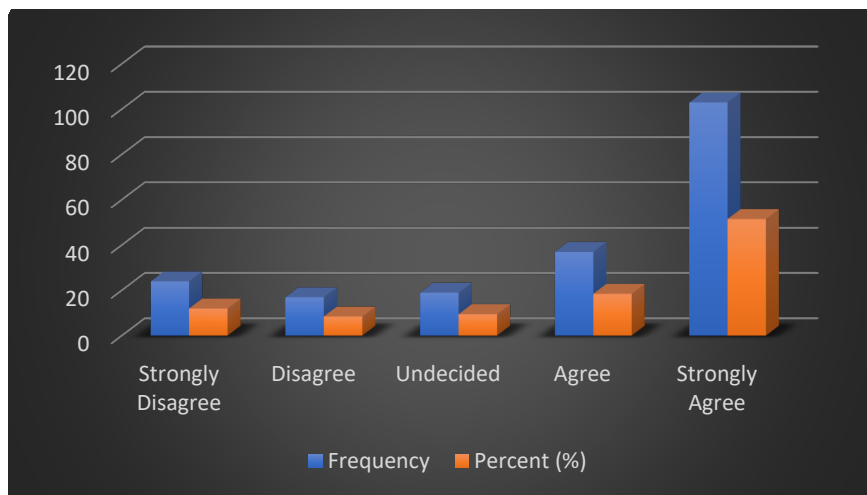


Figure 4.15 Bar chart showing the distribution of respondents as regard to gather and fill correct data to make work decision.

Table 4:17: When needed by staff, management of the organization clarifies decisions and offers supplementary information

	Frequency	Percent
Strongly Disagree	20	10
Disagree	22	11
Undecided	15	7.5
Agree	35	17.5
Strongly Agree	108	54
Total	200	100

Source: Field Survey, 2021

The respondents were asked if when needed by staff management of the organization clarifies decision and offer supplementary information. Based on the field survey, as reported in Table 4.17, out of the 200 respondents, 10% strongly disagreed, 11% of the respondents disagreed. 7.5% of the respondents prefer not to say their mind as regards their importance of their duties at workplace. 17.5% agreed that their duties at workplace are reasonable while 54% strongly agreed. From the outcome, the study concluded that majority of the workers strongly agreed that when needed by staff, management of the organization clarifies decisions and offers supplementary information. The percentage distribution of the respondent based on their believe as regard the reasonability of their duties at workplace is shown in figure 4.16.

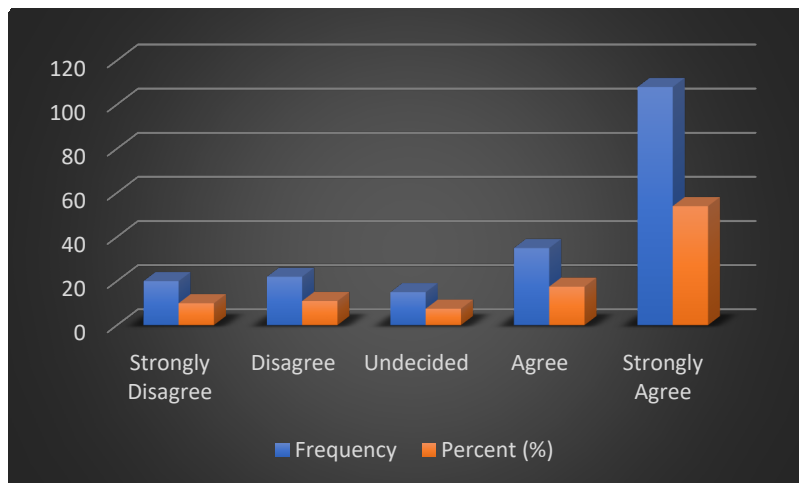


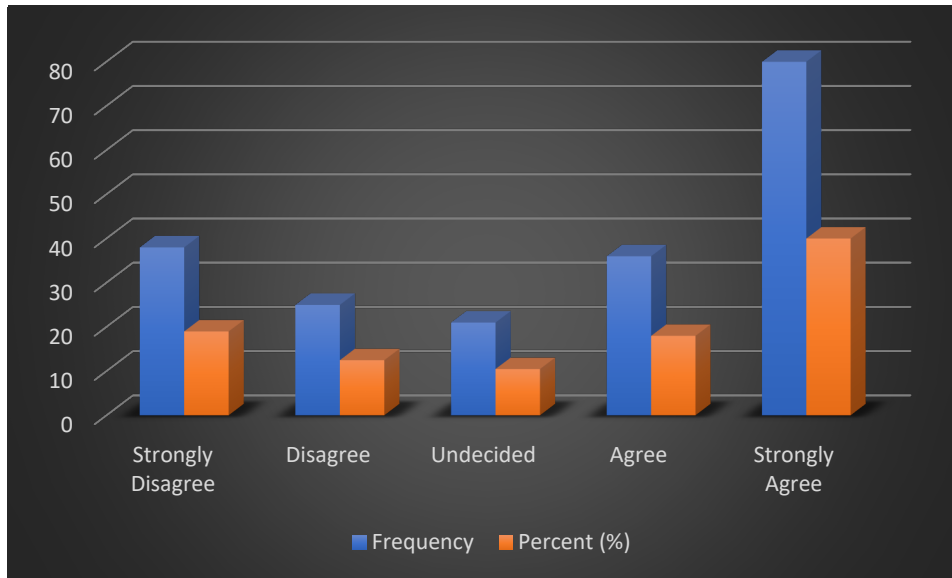
Figure 4.16 Bar chart showing the distribution of respondents if when needed by staff management of the organization clarifies decision and offer supplementary information.

Table 4.18: All employment decisions are unfairly extended to all affected workers

	Frequency	Percent
Strongly Disagree	38	19
Disagree	25	12.5
Undecided	21	10.5
Agree	36	18
Strongly Agree	80	40
Total	200	100

Source: Field Survey, 2021

The respondents were asked on whether all their decisions are fairly extended to all affected workers. Based on the field survey, as reported in Table 4.18, out of the 200 respondents, 19% strongly disagreed, 12.5% of the respondents disagreed. 10.5% of the respondents prefer not to say their mind as regards management decisions are fairly extended to all affected workers. 18% agreed that their management decisions are fairly extended to all affected workers while 40% strongly agreed. From the outcome, the study concluded that majority of the employees agreed that management decisions are fairly extended to all affected workers. The percentage distribution of the respondent based on their believe as regard to if all decisions are fairly extended to all affected workers in the workplace is shown in figure 4.17.



4.17 Bar chart showing the distribution of respondents if all decisions are fairly extended to all affected workers in the workplace

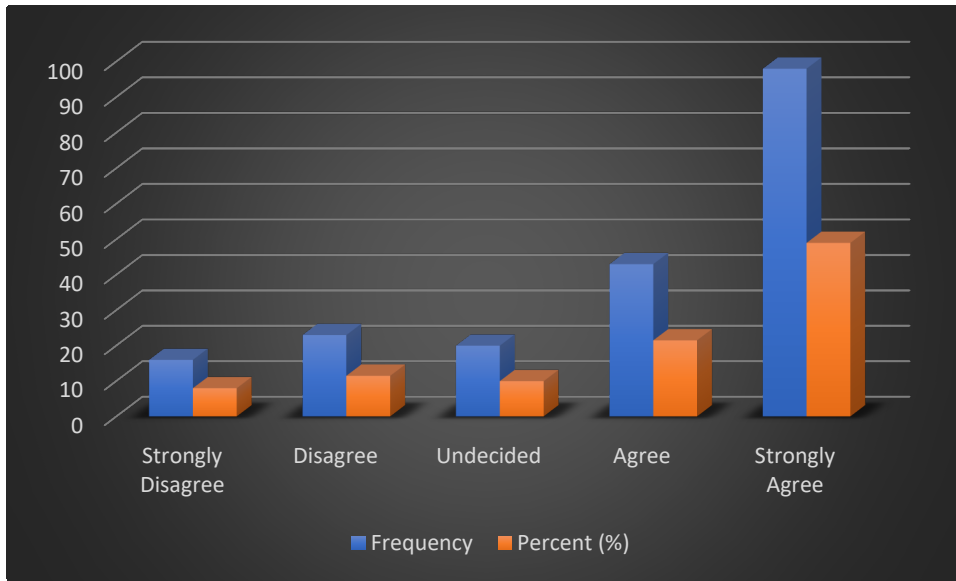
Table 4.19: Avenues are made available for employees to participate in some decision making of the Organization

	Frequency	Percent
Strongly Disagree	16	8
Disagree	23	11.5
Undecided	20	10
Agree	43	21.5
Strongly Agree	98	49
Total	200	100

Source: Field Survey, 2021

The respondents were asked on whether avenues are made available for employees to participate in some decision making of the Organization. Based on the field survey, as reported in Table 4.19, out of the 200 respondents, 8% strongly disagreed, 11.5% of the respondents disagreed. 10% of the respondents prefer not to say their mind as regards their importance of their duties at workplace. 21.5% agreed while 49% strongly agreed. From the outcome, the study concluded that majority agreed that avenues are made available for employees to participate in some decision making of the Organization.

The percentage distribution of the respondent based on their believe as regard to the avenues made available for employees to participate in some decision making at the workplace is shown in figure 4.18.



4.18 Bar chart showing the distribution of respondents if avenues were made available for employees to participate in some decision making at the workplace.

Table 4.20 The management regards me with deep respect when choices are taken about my job

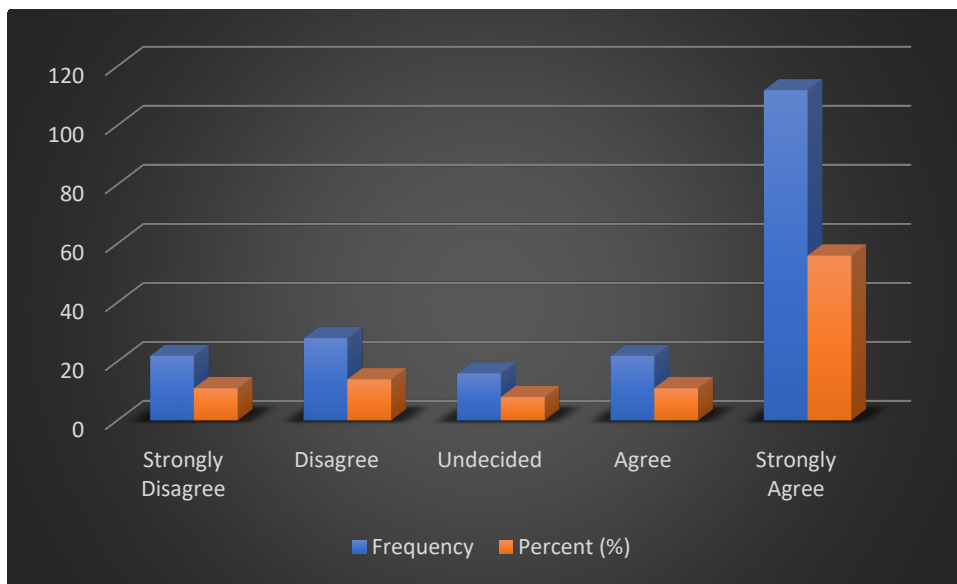
	Frequency	Percent
Strongly Disagree	22	11
Disagree	28	14
Undecided	16	8
Agree	22	11
Strongly Agree	112	56
Total	200	100

Source: Field Survey, 2021

The respondents were asked on whether the management regards them with deep respect when choices are taken about my job. Based on the field survey, as reported in Table 4.20, out of the 200 respondents, 11% strongly disagreed, 14% of the respondents disagreed. 8% of the

respondents prefer not to say their mind as regards their importance of their duties at workplace. 11% agreed that their duties at workplace are reasonable while 56% strongly agreed. From the outcome, the study concluded that majority of the employees agreed that they are taking into considerations when duties are taking at workplace.

The percentage distribution of the respondent based on their believe as regard the reasonability of their duties at workplace is shown in figure 4.19.



4.19 Bar chart showing the distribution of respondents if avenues were made available for employees to participate in some decision making at the workplace

Table 4.21: The management treats me with respect and integrity when choices are taken regarding my work

	Frequency	Percent
Strongly Disagree	63	31.5
Disagree	63	31.5
Undecided	32	16
Agree	24	12
Strongly Agree	18	9
Total	200	100

Source: Field Survey, 2021

The respondents were asked on whether the management treats them with respect and integrity when choices are taken regarding my work. Based on the field survey, as reported in Table 4.21, out of the 200 respondents, 31.5% strongly disagreed, 31.5% of the respondents disagreed. 16% of the respondents prefer not to say their mind as regards their importance of their duties at workplace. 12% agreed that they treated them with respect while 9% strongly agreed. From the outcome, the study concluded that majority of the workers are pleased with the way the management treats them with respect and integrity when choices are taken regarding my work. The percentage distribution of the respondent based on their believe as regard the management treatment with respect and integrity when choices are taken regarding workplace decision is shown in figure 4.20.

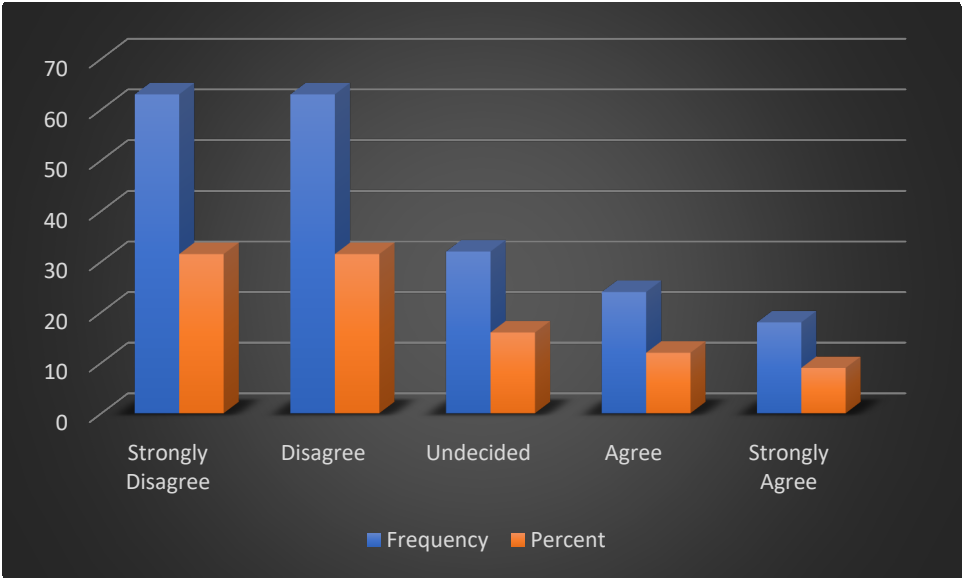


Table 4.22 The organization is attentive to my personal interests as decisions about my job are reached

	Frequency	Percent
Strongly Disagree	34	17
Disagree	24	12
Undecided	17	8.5
Agree	40	20
Strongly Agree	85	42.5
Total	200	100

Source: Field Survey, 2021

The respondents were asked on whether the organization is attentive to my personal interests as decisions about my job are reached. Based on the field survey, as reported in Table 4.22, out of the 200 respondents, 17% strongly disagreed, 12% of the respondents disagreed. 8.5% of the respondents prefer not to say their mind as regards their importance of their duties at workplace. 20% agreed that their duties at workplace are reasonable while 42.5% strongly agreed. From the outcome, the study concluded that majority of the employee are happy. The percentage distribution of the respondent based on their believe as regard the organization attentiveness to staff personal interests as decisions about their jobs are reached at workplace is shown in figure 4.21.

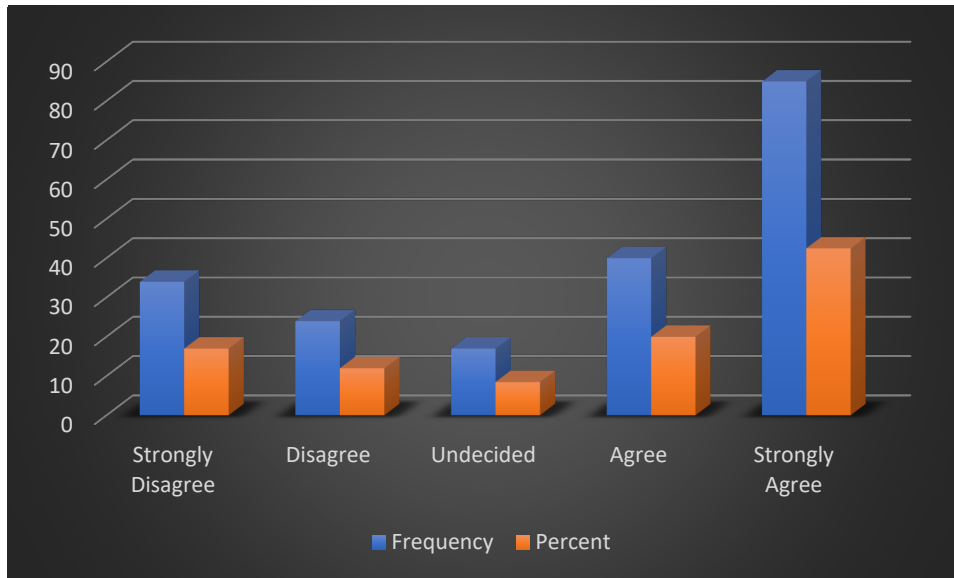


Figure 4. 21: Bar chart showing the distribution of respondents as regard to organization attentiveness to staff personal interests as decisions about their jobs in the organization is reasonable.

Table 4.23: The management interacts with me in a truthful way when choices about my work are made

	Frequency	Percent
Strongly Disagree	21	10.5
Disagree	21	10.5
Undecided	18	9
Agree	39	19.5
Strongly Agree	101	50.5
Total	200	100

Source: Field Survey, 2021

The respondents were asked if the management interacts with them in a truthful way when choices about my work are made. Based on the field survey, as reported in Table 4.23, out of the 200 respondents, 10.5% strongly disagreed, 10.5% of the respondents disagreed. 9% of the respondents prefer not to say their mind as regards their importance of their duties at workplace. 19.5% agreed that their duties at workplace are reasonable while 50.5% strongly agreed. The

percentage distribution of the respondent agreed that the management interacts with them in a truthful way when choices about my work are made is shown in figure 4.22.

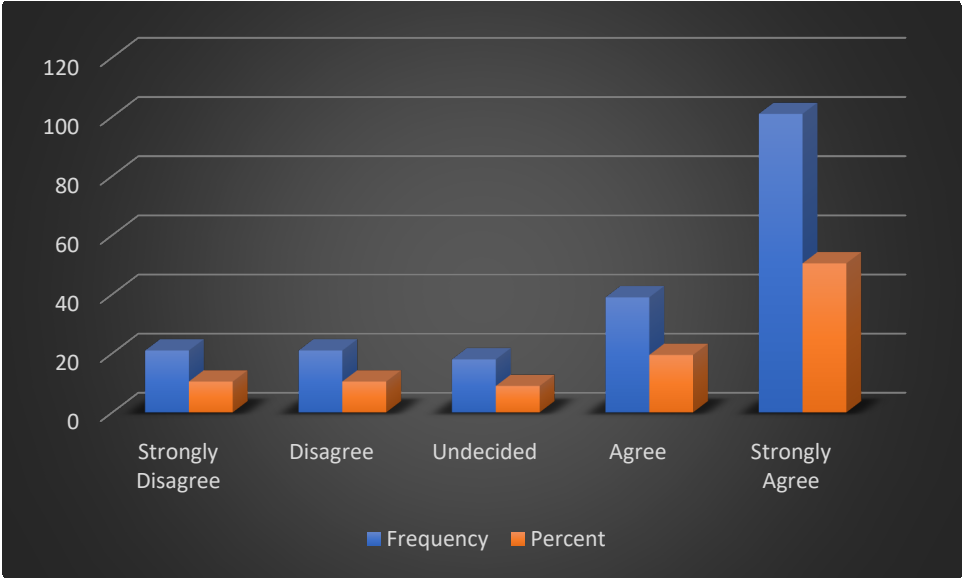


Figure 4. 22 Bar chart showing the distribution of respondents as regard management interacts with them in a truthful way when choices about my work are made

Table 4.24: The organization is warned about my privilege as a worker when choices are made concerning my work

	Frequency	Percent
Strongly Disagree	40	20
Disagree	21	10.5
Undecided	24	12
Agree	36	18
Strongly Agree	79	39.5
Total	200	100

Source: Field Survey, 2021

The respondents were asked on whether their duties at the organization are warned about my privilege as a worker when choices are made concerning my work. Based on the field survey, as reported in Table 4.24, out of the 200 respondents, 20% strongly disagreed, 10.5% of the respondents disagreed. 12% of the respondents prefer not to say their mind as regards their importance of their duties at workplace. 18% agreed that their duties at workplace are reasonable while 39.5% strongly agreed. The percentage distribution of the respondent based on their believe the organization is warned about my privilege as a worker when choices are made concerning my work shown in figure 4.23.

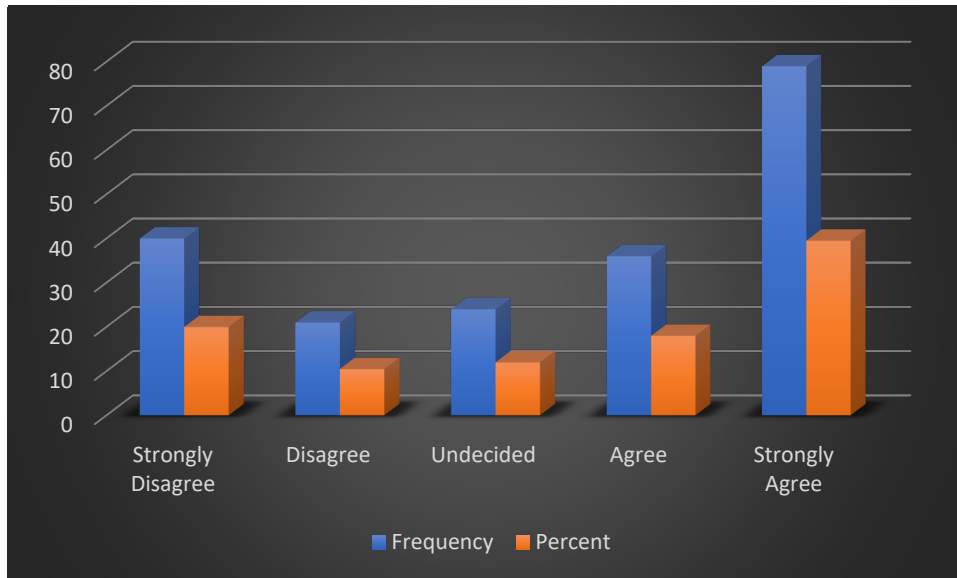


Figure 4. 23 Bar chart showing the distribution of respondents that the organization is warned about my privilege as a worker when choices are made concerning my work

Table 4.25; The management will address the consequences of the choices surrounding decision taken regarding my work

	Frequency	Percent
Strongly Disagree	13	6.5
Disagree	16	8
Undecided	16	8
Agree	47	23.5
Strongly Agree	108	54
Total	200	100

Field Survey, 2021

The respondents were asked on whether the management will address the consequences of the choices surrounding decision taken regarding my work. Based on the field survey, as reported in Table 4.25, out of the 200 respondents, 6.5% strongly disagreed, 8% of the respondents disagreed. 8% of the respondents prefer not to say their mind as regards their importance of their duties at workplace. 23.5% agreed that their duties at workplace are reasonable while 54% strongly agreed. From the outcome, the study concluded that majority of the workers agrees that management will address the consequences of the choices surrounding decision taken regarding

my work. The percentage distribution of the respondent based on their believe regarding the reasonability of their duties at workplace is shown in figure 4.24.

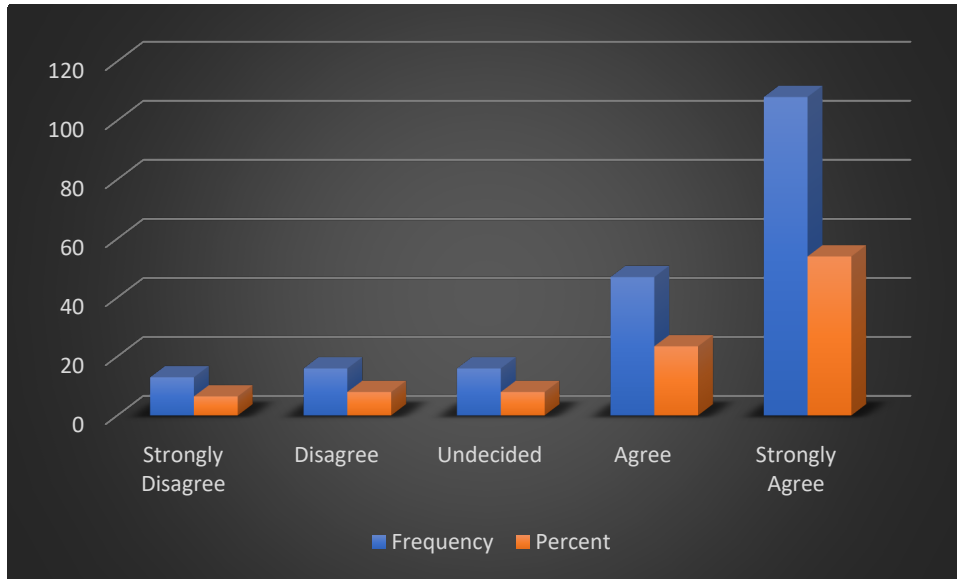


Figure 4.24 Bar chart showing the distribution of respondents that majority of the workers agrees that management will address the consequences of the choices surrounding decision taken regarding my work.

Table 4.26: The supervisor gives attributes that makes sense to me before making choices regarding my work

	Frequency	Percent
Strongly Disagree	19	9.5
Disagree	20	10
Undecided	13	6.5
Agree	23	11.5
Strongly Agree	125	62.5
Total	200	100

Source: Field Survey, 2021

The respondents were asked on whether in their department, supervisor gives attributes that makes sense to them before making choices regarding their work. Based on the field survey, as reported in Table 4.26, out of the 200 respondents, 9.5% strongly disagreed, 10% of the respondents disagreed. 6.5%% of the respondents prefer not to say their mind. 11.5% agreed

while 62.5% strongly agreed. From the outcome, the study concluded that supervisor gives attributes that makes sense to the employees before making choices regarding their work. The percentage distribution of the respondent based on whether supervisor gives attributes that makes sense to them before making choices regarding their work is shown in figure 4.25.

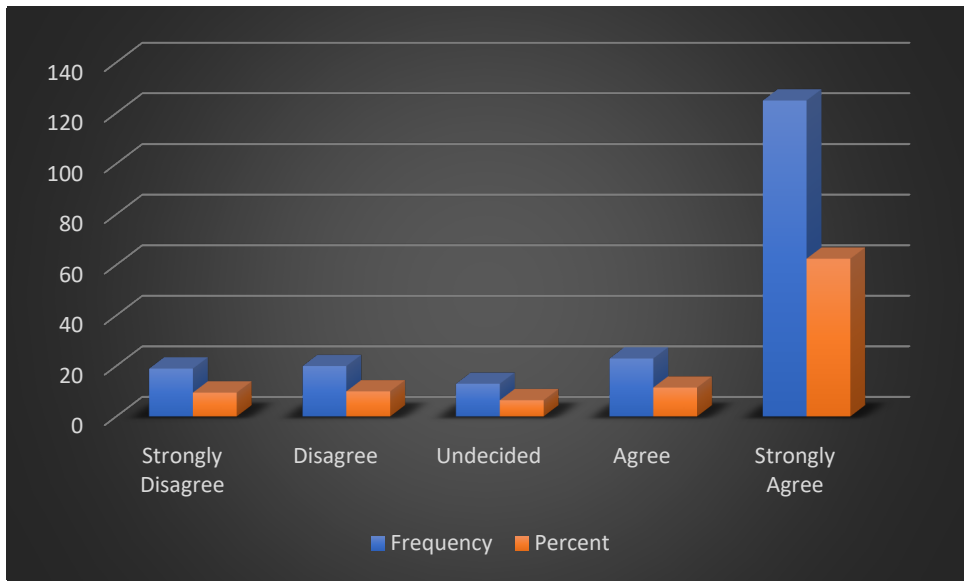


Figure 4.25: Bar chart showing the percentage distribution of respondent based on whether supervisor gives attributes that makes sense to them before making choices

Table 4.27: Clearly outlined choices are communicated by organization as regards my job

	Frequency	Percent
Strongly Disagree	12	6
Disagree	35	17.5
Undecided	12	6
Agree	30	15
Strongly Agree	111	55.5
Total	200	100

Source: Field Survey, 2021

The respondents were asked on whether clearly outlined choices are communicated by organization as regards their jobs. Based on the field survey, as reported in Table 4.27, out of the

200 respondents, 6% strongly disagreed, 17.5% of the respondents disagreed. 8% of the respondents prefer not to say, 15% agreed that their duties at workplace are reasonable while 55.5% strongly agreed. From the outcome, the study concluded that majority of the workers agreed that their choices are clearly outlined and communicated by organization as regards to their job. The percentage distribution of the respondent based on whether clearly outlined choices are communicated by organization as regards their jobs is shown in figure 4.26.

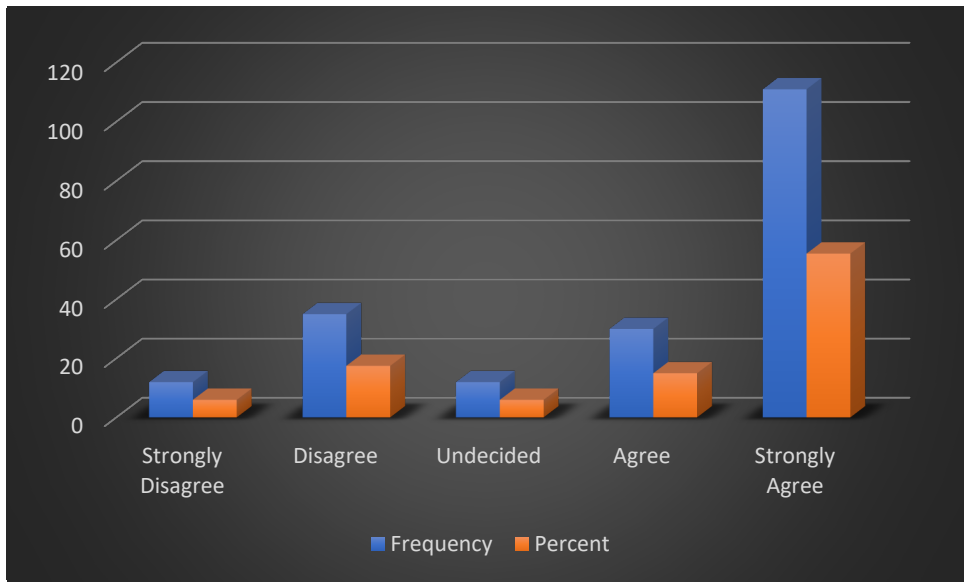


Figure 4. 26 Bar chart showing the distribution of respondents as regard the workers agreed that their choices are clearly outlined and communicated by organization as regards to their job

Table 4.28 I am quite pleased that I am part of this organization

	Frequency	Percent
Strongly Disagree	22	11
Disagree	18	9
Undecided	4	2
Agree	47	23.5
Strongly Agree	109	54.5
Total	200	100

Source: Field Survey, 2021

The respondents were asked on whether they are quite pleased that they are part of the organization. Based on the field survey, as reported in Table 4.28, out of the 200 respondents, 11% strongly disagreed, 9% of the respondents disagreed. 2% of the respondents prefer not to say their mind as regards their importance of their duties at workplace. 23.5% agreed that their duties at workplace are reasonable while 54.5% strongly agreed. From the outcome, the study concluded that majority of the workers are pleased with their duties at workplace. The percentage distribution of the respondent based on them believe they are quite pleased that they are part of this organization is shown in figure 4.27.

Figure 4. 27 Bar chart showing the distribution of respondents as regard to workers being quite pleased that they are part of this organization.

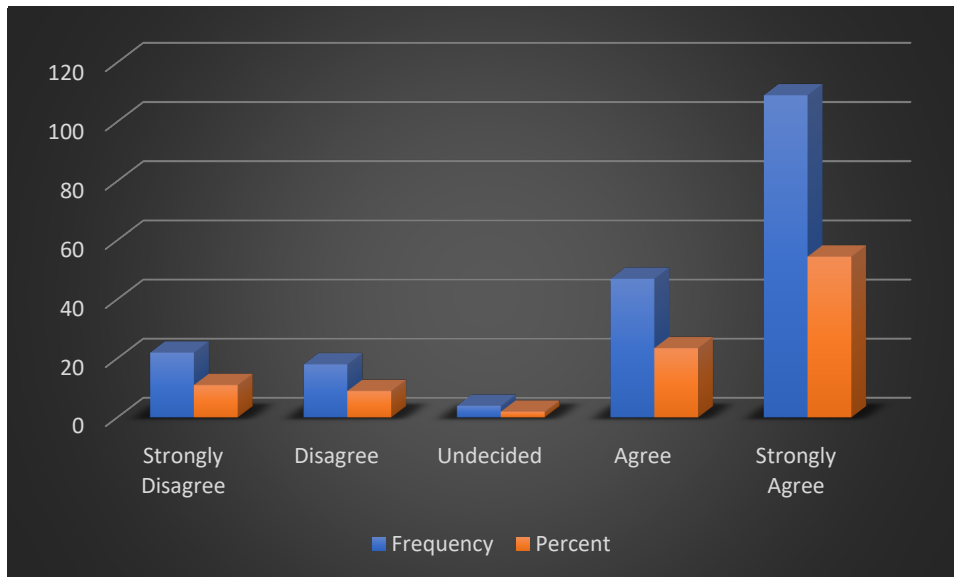


Figure 4. 27 Bar chart showing the distribution of respondents as regard to workers being quite pleased that they are part of this organization

Table 4. 29: I enjoy interacting about my organization with people outside it

	Frequency	Percent
Strongly Disagree	24	12
Disagree	9	4.5
Undecided	18	9
Agree	51	25.5
Strongly Agree	98	49
Total	200	100

Source: Field Survey, 2021

The respondents were asked on whether they enjoy interacting about their organization with people outside it. Based on the field survey, as reported in Table 4.29, out of the 200 respondents, 12% strongly disagreed, 4.5% of the respondents disagreed. 9% of the respondents prefer not to say their mind as regards their importance of their duties at workplace. 22.5% agreed that their duties at workplace are reasonable while 49% strongly agreed. From the outcome, the study concluded that majority of the workers are pleased to interact with people outside their workplace concerning their company. The percentage distribution of the respondent based on their believe as regard their enjoyment in interacting with people outside their work is presented in figure 4.28.

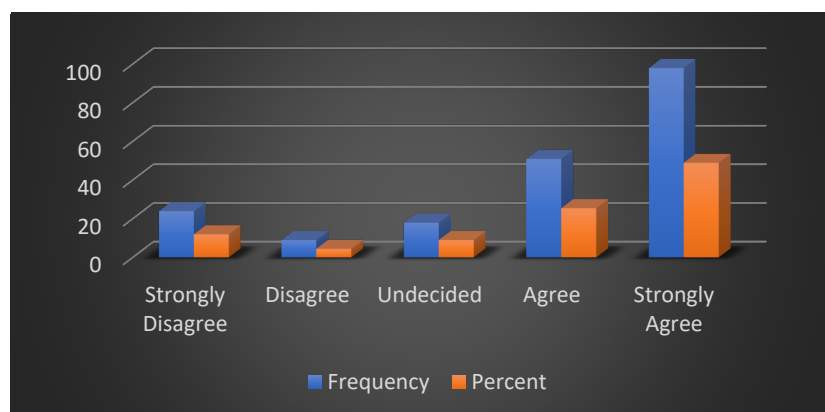


Figure 4. 28 Bar chart showing the distribution of respondents as regard to workers enjoy interacting about my organization with people outside it

Table 4: 30: I just believe that issues facing this organization are my issues also

	Frequency	Percent
Strongly Disagree	25	12.5
Disagree	20	10
Undecided	4	2
Agree	56	28
Strongly Agree	95	47.5
Total	200	100

Source: Field Survey, 2021

The respondents were asked on whether they believed that issues affecting the organization also affect them. Based on the field survey, as reported in Table 4.30, out of the 200 respondents, 12.5% strongly disagreed, 10% of the respondents disagreed. 2% of the respondents prefer not to say anything. 28% agreed while 47.5% strongly agreed. From the outcome, the study concluded that majority of the employees believed that issues facing the organization also affects them. The percentage distribution of the respondent based on organization issues are also their issues is presented in figure 4.29.

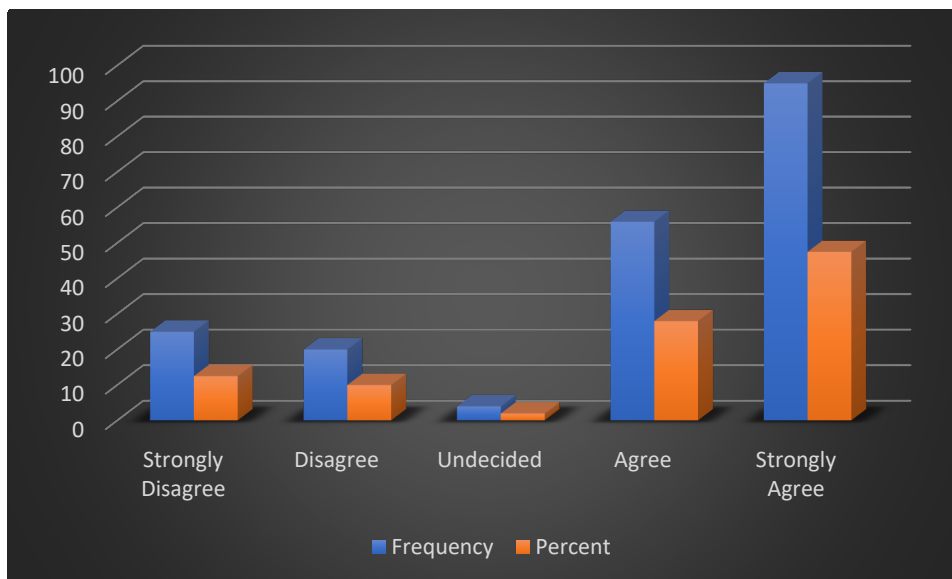


Figure 4.29: Bar chart on percentage distribution of the respondent based on organization issues are also their issues.

Table 4.31: Getting committed to some other organization can't be easy as I was committed to this organization

	Frequency	Percent
Strongly Disagree	35	17.5
Disagree	9	4.5
Undecided	13	6.5
Agree	26	13
Strongly Agree	117	58.5
Total	200	100

Source: Field Survey, 2021

The respondents were asked on whether they can easily switch to other organization. Based on the field survey, as reported in Table 4.31, out of the 200 respondents, 17.5% strongly disagreed, 4.5% of the respondents disagreed. 6.5% of the respondents prefer not to say. 13% agreed while 58.5% strongly agreed. From the outcome, the study concluded that getting committed to some other organization can be easy as they are committed to this organization at workplace. The percentage distribution of the respondent based on their believe as regard the reasonability of their duties at workplace is shown in figure 4.30.

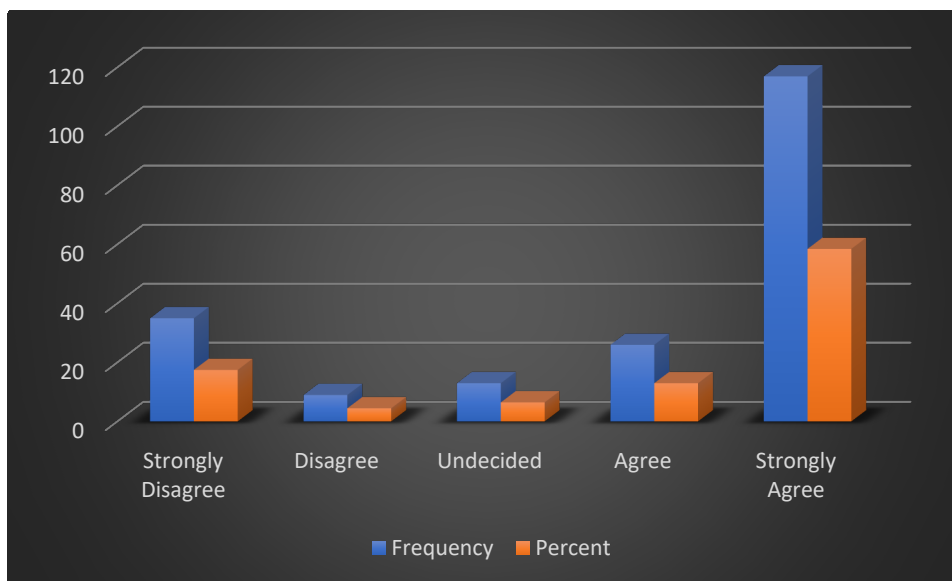


Figure 4. 30 Bar chart showing the distribution of respondents as Getting committed to some other organization can be easy as I was committed to this organization

Table 4:32 I don't feel tied to this organization emotionally

	Frequency	Percent
Strongly Disagree	50	25
Disagree	14	7
Undecided	15	7.5
Agree	27	13.5
Strongly Agree	94	47
Total	200	100

Source: Field Survey, 2021

The respondents were asked on whether they don't feel tied with the organization. Based on the field survey, as reported in Table 4.32, out of the 200 respondents, 25% strongly disagreed, 7% of the respondents disagreed. 7.5% of the respondents were undecided 13.5% agreed while 47% strongly agreed. From the outcome, the study concluded that majority of the workers believe they don't feel tied to this organization emotionally. The percentage distribution of the respondent based on whether they don't feel tied with the organization is shown in figure 4.31 .

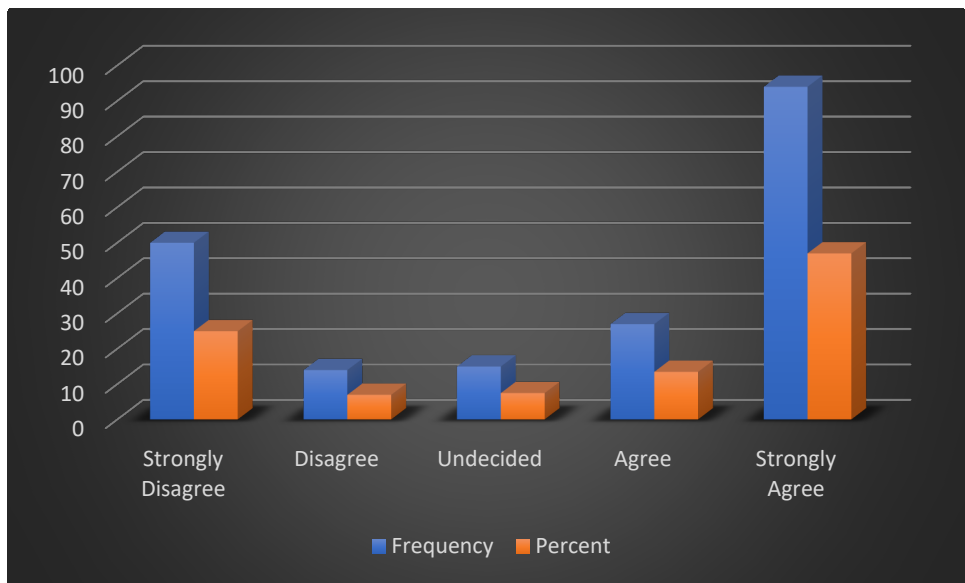


Figure 4. 31 Bar chart showing the distribution of respondents as being tied to the work emotionally

Table 4.33: I feel that I owe this organization much than what I have gained from them

	Frequency	Percent
Strongly Disagree	28	14
Disagree	21	10.5
Undecided	8	4
Agree	40	20
Strongly Agree	103	51.5
Total	200	100

Source: Field Survey, 2021

The respondents were asked on whether they can boast of owing this organization much. Based on the field survey, as reported in Table 4.33, out of the 200 respondents, 14% strongly disagreed, 10.5% of the respondents disagreed. 4% of the respondents were undecided as regards how much they feel they owe their workplace. 20% agreed that to this, while 51.5% strongly agreed. From the outcome, the study concluded that majority of the workers owes the workplace as much as they have gained. The percentage distribution of the respondent based on their believe as regard the reasonability of their duties at workplace is shown in figure 4.32.

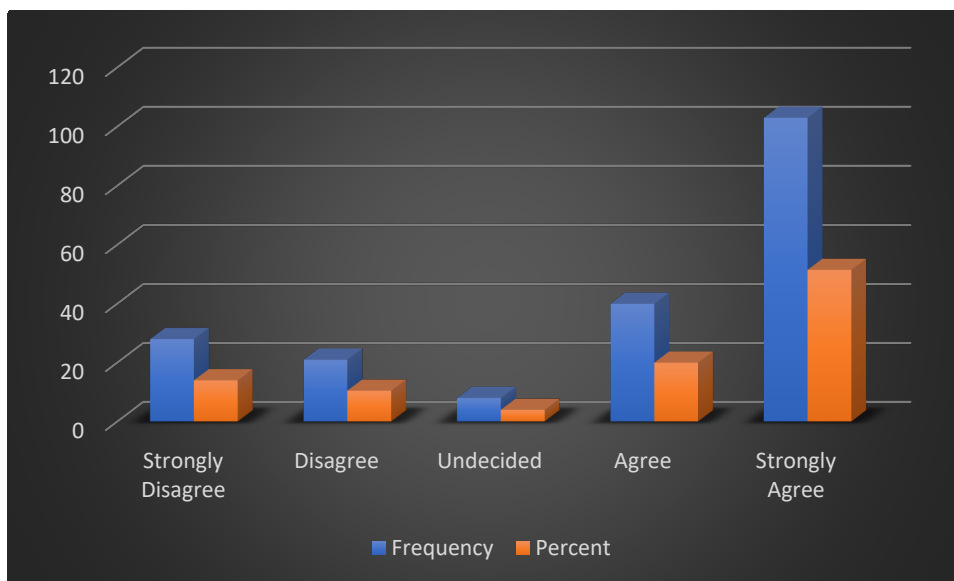


Figure 4.32: Bar chart showing the distribution of respondents as regard to duties at workplace are reasonable.

Table 4:34I am committed to this organization because my core values are largely its own also

	Frequency	Percent
Strongly Disagree	28	14
Disagree	12	6
Undecided	19	9.5
Agree	49	24.6
Strongly Agree	92	46
Total	200	100

Source: Field Survey, 2021

The respondents were asked on whether they are committed to the organization because their core values are in line with that of the organization. Based on the field survey, as reported in Table 4.34, out of the 200 respondents, 14% strongly disagreed, 6% of the respondents disagreed. 9.5% of the respondents prefer not to say their mind as regards their importance of their duties at workplace. 24.6% agreed that their duties at workplace are reasonable while 46% strongly agreed. From the outcome, the study concluded that am committed to this organization because my core values are largely its own also. The percentage distribution of the respondent views is presented in figure 4.33

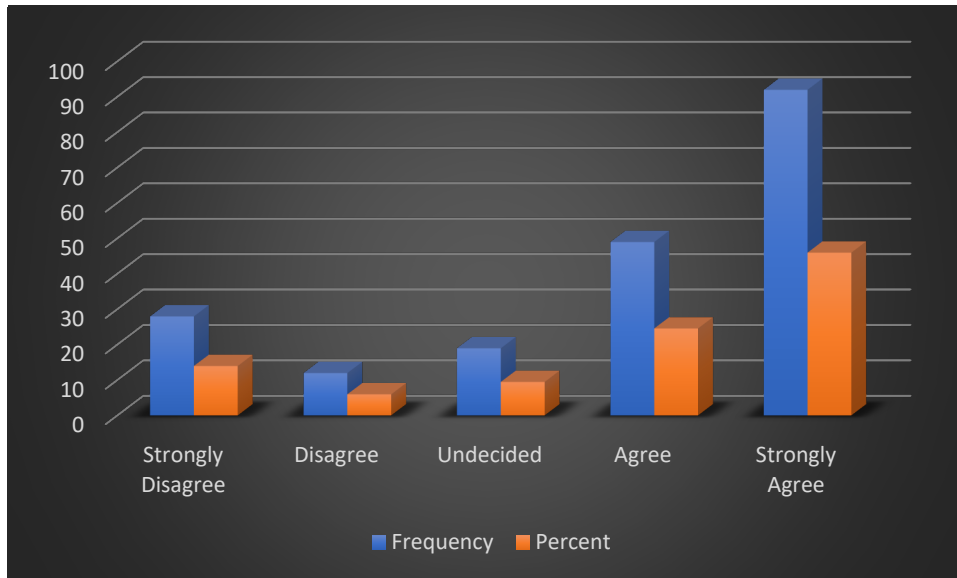


Figure 4. 33 Bar chart showing the distribution of respondents as regard to commitment to this organization because my core values are largely its own

Table 4:35 This organization has a mission that I believe in and am committed to

	Frequency	Percent
Strongly Disagree	34	17
Disagree	20	10
Undecided	16	8
Agree	42	21
Strongly Agree	88	44
Total	200	100

Source: Field Survey, 2021

The respondents were asked on whether the organization has a mission that they believe in and are committed to. Based on the field survey, as reported in Table 4.35, out of the 200 respondents, 17% strongly disagreed, 10% of the respondents disagreed. 8% of the respondents prefer not to say their mind as regards their importance of their duties at workplace. 21% agreed that This organization has a mission that I believe in and am committed to, while 44% strongly agreed. From the outcome, the study concluded that majority of the employees beloved that the organization has a mission that I believe in and am committed to. The view of the respondent is depicted in figure 4.34.

Figure 4. 34 Bar chart showing the distribution of respondents as regard to Organization has a mission that I believe in and committed to

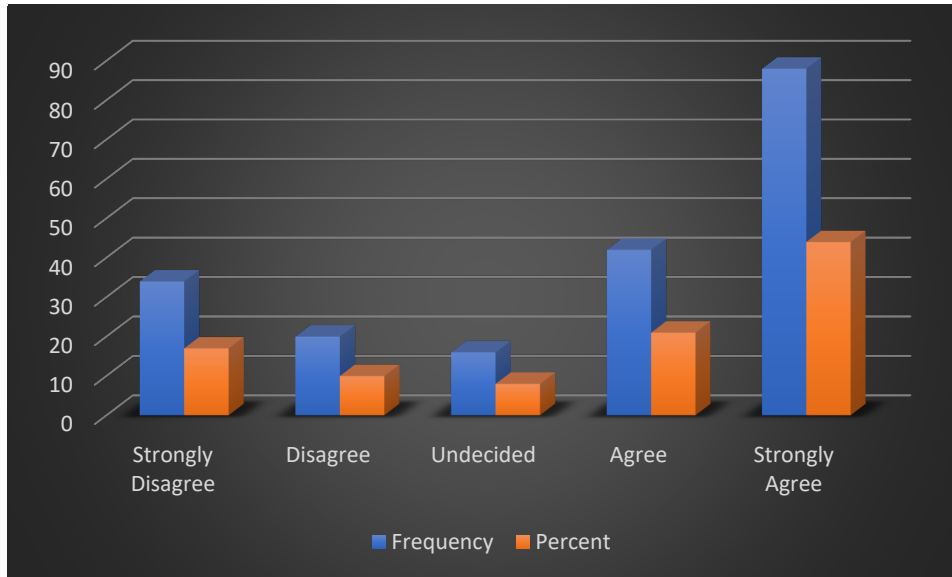


Figure 4. 34 Bar chart showing the distribution of respondents as regard to organization having a mission that they believe in and are committed to

Table 4.36: Oftentimes, I feel as to what might occur if this company has difficulty and I wasn't a member anymore

	Frequency	Percent
Strongly Disagree	22	11
Disagree	19	9.5
Undecided	17	8.5
Agree	39	19.5
Strongly Agree	103	51.5
Total	200	100

Source: Field Survey, 2021

The respondents were asked on whether they feel as to what might occur if the company has difficulty and they are not an employee anymore. Based on the field survey, as reported in Table 4.36, out of the 200 respondents, 11% strongly disagreed, 9.5% of the respondents disagreed. 8.5% of the respondents prefer not to say their mind as regards their importance of their duties at workplace. 19.5% agreed that their duties at workplace are reasonable while 51.5% strongly agreed. From the outcome, the study concluded that majority of the workers often times feels as

to what might happens if the organization has difficulty and wasn't a member anymore. The percentage distribution of the respondent based on their view is shown in figure 4.35.

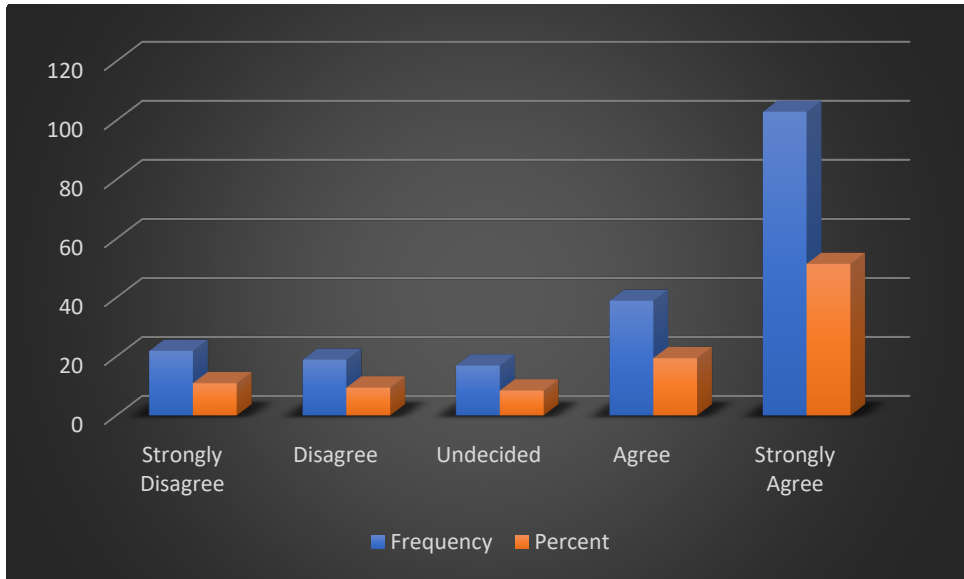


Figure 4.35: Bar chart showing the percentage on how employees feel as to what might occur if this company has difficulty and I wasn't a member anymore

Table 4.37: The pattern of justice in this organization allows me to complete my job timely

	Frequency	Percent
Strongly Disagree	42	21
Disagree	17	8.5
Undecided	19	9.5
Agree	36	18
Strongly Agree	86	43
Total	200	100

Source: Field Survey, 2021

The respondents were asked on whether they are pleased with the pattern of justice as regards their workplace. Based on the field survey, as reported in Table 4.37, out of the 200 respondents, 21% strongly disagreed, 8.5% of the respondents disagreed. 9.5% of the respondents prefer not

to say their mind as regards their importance of their duties at workplace. 18% agreed that their duties at workplace are reasonable while 43% strongly agreed. From the outcome, the study concluded that majority of the workers are pleased with the pattern of justice in the organization. The percentage distribution of the respondent based on whether they are pleased with the pattern of justice as regards their workplace. is shown in figure 4.36

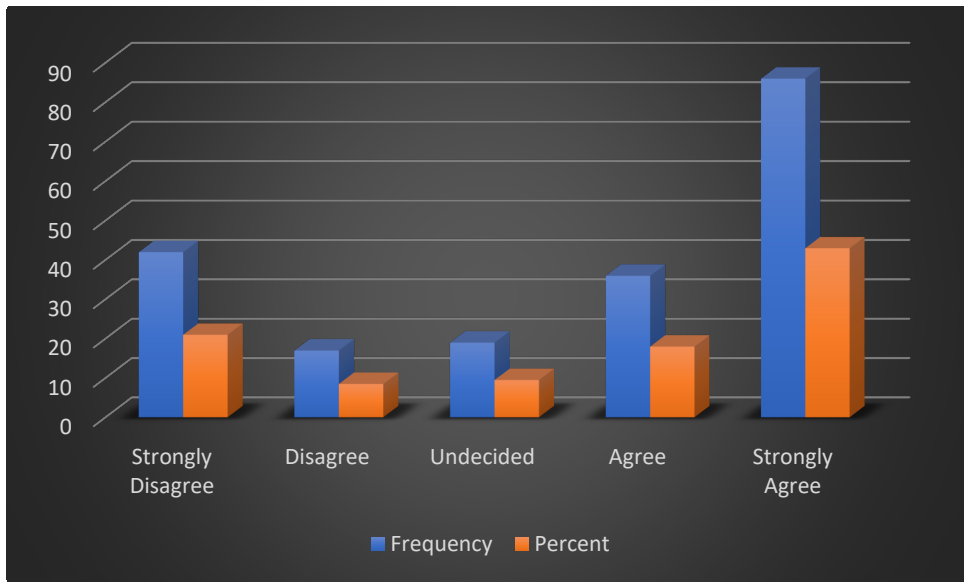


Figure 4. 36 Bar chart showing the distribution of respondents as pattern of justice in the organization

Table 4.38: The interaction between staff in this organization allow us to meet with deadline

	Frequency	Percent
Strongly Disagree	12	6
Disagree	17	8.5
Undecided	17	8.5
Agree	46	23
Strongly Agree	108	54
Total	200	100

Source: Field Survey, 2021

The respondents were asked on whether interaction between staff in this organization allows them to meet with deadline. Based on the field survey, as reported in Table 4.38, out of the 200

respondents, 6% strongly disagreed, 8.5% of the respondents disagreed. 8.5% of the respondents prefer not to say their mind as regards their importance of their duties at workplace. 23% agreed that their duties at workplace are reasonable while 54% strongly agreed. From the outcome, the study concluded that majority of the workers are pleased the interaction between staff in this organization allow us to meet with deadline. The percentage distribution of the respondent based on their view is shown in figure 4.37.

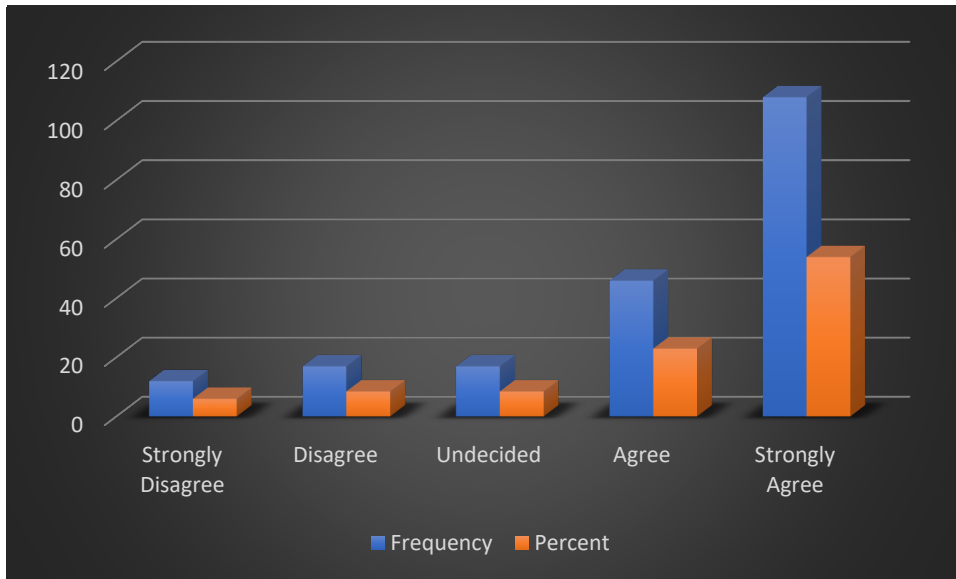


Figure 4.37: Bar chart showing the percentage distribution of the respondent as to whether interaction with other staff helps meet deadline.

Table 4. 39: The level of information in this organization has led to a drastic shoot up in sales volume

	Frequency	Percent
Strongly Disagree	19	9.5
Disagree	20	10
Undecided	14	7
Agree	23	11.5
Strongly Agree	124	62
Total	200	100

Source: Field Survey, 2021

The respondents were asked on whether the level of information in this organization has led to a drastic shoot up in sales volume. Based on the field survey, as reported in Table 4.39, out of the 200 respondents, 9.5% strongly disagreed, 10% of the respondents disagreed. 7% of the respondents prefer not to say their mind as regards their importance of their duties at workplace. 11.5% agreed that their duties at workplace are reasonable while 62% strongly agreed. From the outcome, the study concluded that majority of the workers believe that the level of information in this organization has led to a drastic shoot up in sales volume. The percentage distribution of the respondent based on their believe as regard the reasonability of their duties at workplace is shown in figure 4.38.

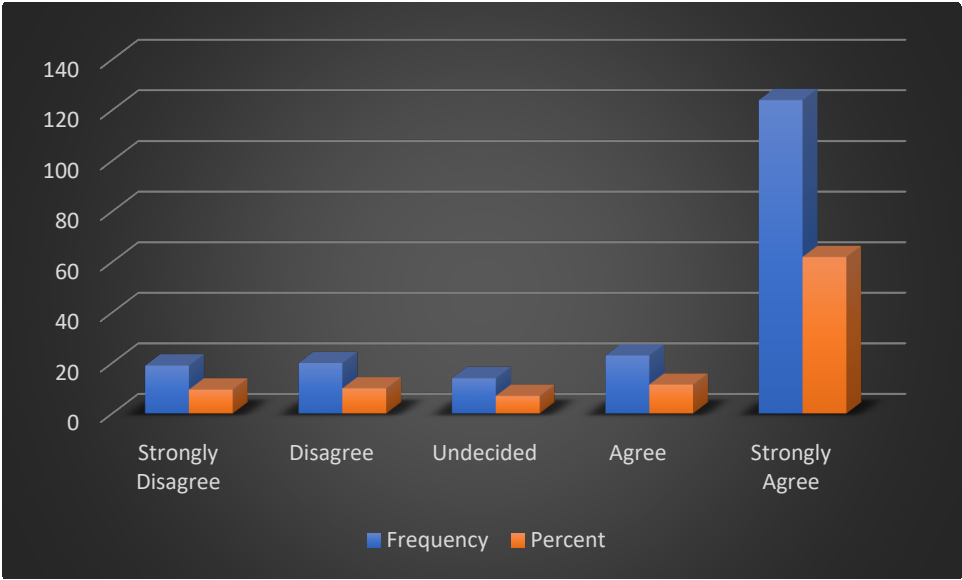


Figure 4. 38 Bar chart showing the distribution of respondents as regard the level of information in this organization has led to a drastic shoot up in sales volume

4.3 TEST OF HYPOTHESIS

Five different hypotheses are tested in this dissertation in order to achieve the objectives of the study.

Table 4,40: Correlation

Control variable		PJ	DJ	INFJ	INJ	EC
Procedural Justice	Correlation	1	0.492	0.056	0.086	0.711
	Sig (2 tail)		0.001	0.579	0.579	0
	df	0	0.197	0.197	0.197	1
Distributive Justice	Correlation	0.492	1	0.306	0.306	0.41
	Sig (2 tail)	0.001	.	0.043	0.001	0
	df	0.42	0	0.42	0.42	1
Informational Justice	Correlation	-.86	0.306	1	0.854	0.654
	Sig (2 tail)	0.42	0.043	.	0	0
	df	0.42	0.42	0	0.42	1
Interactional Justice	Correlation	0.303	0.488	0.854	1	0.727
	Sig (2 tail)	0.045	0.001	0	.	0
	df	0.42	0.42	0.42	0	1
Employee Commitment	Correlation	0.711	0.41	0.654	0.727	1
	Sig (2 tail)	0	0	0	0	0
	df	1	1	1	1	.

Source: Authors Computation, 2021

Hypothesis One

H₀: Procedural justice, distributive justice, informational justice and interactive justice cannot jointly and independently predict employee's commitment in Guinness Nigeria Limited

H₁: Procedural justice, distributive justice, informational justice and interactive justice can jointly and independently predict employee's commitment in Guinness Nigeria Limited.

In addressing this hypothesis, linear regression and Analysis of Variance were used. The result of the multiple regression is presented in Table 4.40

Table 4.41: ANOVA Result on prediction of Procedural justice, distributive justice, informational justice and interactive justice on employee commitment.

R		0.812
R ²		0.795
	$\overline{R^2}$	0.566
SE		1.13520
Observation		200

Source: Researchers computation via SPSS 2021

Table 4.40 presented the summary of the analysis of variance result which shows the value of the multiple R, The R-Squared, adjusted, R- Squared, Standard error (SE) and the total observation. From the result, the independent variables; Procedural justice, distributive justice, informational justice and interactive justice predicts about 67% of the total variation of the employee commitment. This indicates that organizational justice is a good predictor of employee's commitment. The SE of the regression also shows a low value. The unexplained variation is about 32 percent. Based on this outcome, the study concluded that organizational justice in terms of Procedural justice, distributive justice, informational justice and interactive justice is a good predictor of employee commitment. Hence, the null hypothesis is rejected.

Table 4.42 Regression Result and ANOVA.

	Df	SS	MS	F	Sig. of F	Decision
Regression	4	216.530	4.113	13.192	0.000	Reject Ho
Residual	196	251.547	1.289			
Total	200	468.077				

	Coefficients	Standard Error	t Stat	p-value
Constant	14,038	1.951	7.185	0.000
Procedural Justice	0.361	0.130	2.7779	0.000
Distributive justice	0.270	0.183	1.649	0.210
Informational Justice	0.399	0.144	2.770	0.004
Interactional Justice	0.480	0.208	2.307	0.002

Source: Author computation, 2021 using SPSS

Dependent Variable: employee commitment

The regression result is presented in table 4.43 to determine the effect of each of the measure of organizational justice (procedural, distributive, information and interaction) on employee commitment. The result shows that all the components of organizational justice affect employee commitment positively. However, only distributive justice was not significant. the linear combination of the independent variables indicated that the overall measures were significant in explaining employee commitment with $(F(4, 196) = 13.192, p < 0.00, R = 0.812, R^2 = 0.795$ and adjusted $R^2 = 0.695$ based on the R^2 result, the independent predictor variable explained about 79% of employee commitment. The individual contribution of the measures of organizational justice and their significance level indicates $(\beta = 0.361, p < 0.01$ for Procedural justice which shows a significant and positive effect on employee commitment; $\beta = 0.270, p > 0.1$ for distributive justice indicating a positive but insignificant effect on employee commitment $\beta = 0.399, p < 0.01$ for informational justice indicating significant and positive effect on employee and $\beta = 0.480, p < 0.01$ for interactional justice which shows a significant and positive effect on employee commitment. Drawing from the result, the null hypothesis of procedural justice,

distributive justice, informational justice and interactional justice does not predict employee commitment is rejected. Hence, we accept the alternative hypothesis.

Hypothesis Two

H₀: There is no significant relationship between procedural justice and employee commitment in Guinness Nigeria Limited

H₁: There is a significant relationship between distributive justice and employee commitment in Guinness Nigeria Limited

In addressing the above relationship, the Pearson product moment correlation estimation techniques is adopted, and the result is presented below

Table 4.4. Pearson product moment result on the relationship between procedural justice and employee commitment

Variable	Mean	Std Dev	N	R	P	Remarks
Procedural Justice	15.9556	3.56605	200	0.711**	0.00	Significant
Employee Commitment	39.3333	5.24316				

Source: Author’s. 2021

The value from Table 4.43 indicates that there is a positive and significant relationship between procedural justice and employee commitment. The result from the Pearson product moment correlation shows that ($r=.711^{**}$ $N=200$ $\rho<0.01$). it is also presented from the table that the mean stands as 15.9556 for procedural justice and 39.3333 for employee commitment. The value for the standard error was also low with 3.56605 for procedural justice and 5.24316 for employee commitment. However, the findings from the correlation result shows that there exist a significant relationship at 0.01 level of significance with a 2 tail test. Hence, the null hypothesis is rejected.

Hypothesis Three

H₀: There is no significant relationship between distributive justice and employee commitment in Guinness Nigeria Limited

H₁: There is a significant relationship between distributive justice and employee commitment in Guinness Nigeria Limited

In addressing the above relationship, the Pearson product moment correlation estimation techniques is adopted, and the result is presented below

Table 4.44. Pearson product moment result on the relationship between distributive justice and employee commitment

Variable	Mean	Std Dev	N	R	P	Remarks
Distributive Justice	16.4889	3.88197	200	0.410**	0.00	Significant
Employee Commitment	39.3333	5.24316				

Source: Author's . 2021

The value from Table 4.44 indicates that there is a positive and significant relationship between distributive justice and employee commitment. The result from the Pearson product moment correlation shows that ($r=0.401^{**}$ $N=200$ $p<0.01$). It is also presented from the table that the mean stands as 16.4889 for distributive justice and 39.3333 for employee commitment. The value for the standard error was also low with 3.89978 for distributive justice and 5.24316 for employee commitment. However, the findings from the correlation result shows that there exist a significant relationship between distributive justice and employee commitment at 0.01 level of significance with a 2 tail test. Hence, the null hypothesis is rejected.

.Hypothesis Four

H₀: There is no significant relationship between Informational justice and employee commitment in Guinness Nigeria Limited

H₁: There is a significant relationship between informational justice and employee commitment in Guinness Nigeria Limited

In addressing the above relationship, the Pearson product moment correlation estimation techniques is adopted and the result is presented below

Table 4.43. Pearson product moment result on the relationship between informational justice and employee commitment

Variable	Mean	Std Dev	N	R	P	Remarks
Informational Justice	13.3778	2.56383	200	0.654**	0.00	Significant
Employee Commitment	39.3333	5.24316				

Source: Author's . 2021

The value from Table 4.43 indicates that there is a positive and significant relationship between informational justice and employee commitment. The result from the Pearson product moment correlation shows that ($r=.654^{**}$ $N=200$ $\rho<0.01$). It is also presented from the table that the mean stands as 13.3778 for informational justice and 39.3333 for employee commitment. The value for the standard error was also low with 2.56383 for informational justice and 5.24316 for employee commitment. However, the findings from the correlation result shows that there exist a significant relationship between informational justice and employee commitment at 0.01 level of significance with a 2 tail test. Hence, the null hypothesis is rejected.

Hypothesis Five

H₀: There is no significant relationship between interactional justice and employee commitment in Guinness Nigeria Limited

H₁: There is a significant relationship between interactional justice and employee commitment in Guinness Nigeria Limited

In addressing the above relationship, the Pearson product moment correlation estimation techniques is adopted, and the result is presented below

Table 4.44. Pearson product moment result on the relationship between procedural justice and employee commitment

Variable	Mean	Std Dev	N	R	P	Remarks
Interactional Justice	13.2667	3.86217	200	0.727**	0.00	Significant
Employee Commitment	39.3333	5.24316				

Source: Author's . 2021

The value from Table 4.44 indicates that there is a positive and significant relationship between interactional justice and employee commitment. The result from the Pearson product moment correlation shows that ($r=.727^{**}$ $N=200$ $\rho<0.01$). it is also presented from the table that the mean stands as 13.2667 for interactional justice and 39.3333 for employee commitment. The value for the standard error was also low with 3.86217 for interactional justice and 5.24316 for employee commitment. However, the findings from the correlation result shows that there exist a significant relationship interactional justice and employee commitment at 0.01 level of significance with a 2-tail test. Hence, the null hypothesis is rejected.

4.4 DISCUSSION OF FINDINGS

This study examines the important of organizational justice in employee's commitment using Guinness Nigeria Limited Organizational justice were measured using four component (procedural justice, distinctive justice, interactional justice and informative justice). five research hypotheses were formulated in an attempt to address the five research questions formulated. The summary of the discussion of result is expressed as follows.

In research question one, the objective was to determine the level of which organizational justice predict employee commitment. To achieve the set objectives, multiple regression analysis was conducted. The findings review that procedural justice, distribution justice, interactional justice, and informative justice jointly predict employee's performance with about 70 percent. The result from the result it shows that the whole measures of organizational justice through positive was not significant with each of the contribution being procedural justice $\beta=0.361$; $p<0.01$, distributive justice $\beta =0.270$, $p>0.01$, informational justice ($\beta=0.399$, $p<0.01$ and interactional justice ($\beta=0.480$, $p<0.01$). On the overall, the joint effect of organizational justice affects employee commitment positively and significant. This result is in line with Novitasari, et al. (2020) on the effect of organizational justice on organizational commitment in manufacturing industry in Indonesia.

Distribute justice shows an irreversible and insignificant relationship with employee comments from the findings. This result is supported by the findings from Falt, Klin, and Hong (2010) on their studies on the impact of organizational justice on employees, job satisfaction using Nalaysian company. Rivar, Reza, and Lukito (2019) also found that distribution justice does not influence employees performance in their study on distribution justice, job satisfaction and organizational commitment. Based on the findings, we conducted that organizational justices predict employee commitment in Guinness Nigeria Limited.

Objective two of the study was to determine the pattern of relationship between procedural justice and employee commitment. In addressing this objective, the Pearson product moment correlation techniques was employed. The study shows that there is high correlation between procedural justice and employee commitment with $r=0.711$ $p<0.01$. The findings are in line with Novitasari et al, 2020, Salfor 2019) who also found that procedural justice has significant influence on employee's affective conduct. Based on the findings, the research questions too is answered and the study concluded that there is significant relationship between procedural justice and employee commitment in Guinness Nigeria limited.

Objective three of the study was to determine the pattern of relationship between distributive justice and employee commitment. In addressing this objective and to answer the research question, the study employed the Pearson product moment correlation techniques and the result shows moderate relationship between distributive justice and employee commitment with

($r=0.41, p<0.05$). This low in significance confirmed with the study by Majekodumi (2015) On the influence of organizational justice on employee's commitment in manufacturing funds in Oyo State. Based on the findings, the study concluded that distributive justice has less significant relationship with the commitment of the employee.

The fourth objective was to address the question on the pattern of relationship between informational justice and employee commitment. In order to answer the question for the Pearson product moment correlation was employed and the result indicate a strong moderate relationship between informational justice and employee commitment. The result indicated the level of correlation stand as ($r=0.65, p<0.05$). This indicates that informational justice has significant relationship with employee commitment. This result is in line with the findings by Rahman, Haque, Etali and Michael (2015) who concluded in their study on the impact of organizational justice on employee job satisfaction among company in Bangladesh that it has significant relationship with employee commitment. Based on the findings, research question four is addressed and we conclude that informational justice has significant relationship with employee commitment in Guinness Nigeria Limited.

The fifth objective of the study was to determine whether any significant relationship exist between interactional justice and employee commitment. In order to address this question, the Pearson product moment correlation was employed, and the findings revealed a high level of correlation between the two ($r=0.72; p<0.01$). The findings of this study are in line with Akram et al (2020) who found a strong positive relationship between interactive justice and employee innovative work behavior. Based on this result, therefore, it is concluded that there exists a significant relationship between interactional justice and employee commitment in Guinness Nigeria Limited. The above result addresses research question five of the study.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter of the dissertation focused on the summary, conclusion recommendation, limitation based on the research, contribution of the study knowledge and suggestion for further research.

5.2 Summary of Findings

This study examined the effect of organizational justice on employee commitment using Guinness Nigeria Limited. A total of 200 respondents was selected among the staff both senior and junior staff. In an attempt to establish the effect, the study makes use of four components of organizational justice (procedural, distributive, information and interactive justice). Five hypotheses were formulated and addressed using Pearson product moment correlation techniques and regression analysis. To achieve objective one, multiple regression was employed while objective 2,3,4 and 5 were addressed using Pearson product moment correlation techniques. The summary of the findings from the research is as follows:

- i. Those in every organization both small and large, the issue of organizational justice occurs.
- ii. That out of the components of organizational justice (procedural, distributive, information and interaction), only distributive justice was not significant in determining employee commitment at workplace.

- iii. That there is a high positive relationship between procedural justice and employee commitment
- iv. That there is a medium relationship between distributive justice and employee commitment
- v. That there is a medium relationship correlation between informational justice and employee commitment
- vi. That there is a high positive correlation between interactional justice and employee commitment.

5.3 Conclusion

The effect of organizational justice on employee performance was examined in current study. The life of society centers across the ideals of justice. Similarly, it is too impossible without fairness for workers to do well. Organizational justice has different aspects, each of which has different effects on employee commitment. Previous research on the subject supports that the degree of influence of each dimensions of organizational justice is different on the performance of employees. As a result of these different views, this study examines the effect of organizational justice on employee commitment using 200 employees of Guinness Nigeria limited. The four components of organizational justice were used and findings from the study conclude that procedural justice, distributive justice, informational justice and interactional justice jointly predict the commitment of employee in Guinness Nigeria limited. Also, that strong positive relationship exists between organizational justice and employee commitment

It was observed in most of the literature that distributive and interactional justice was positively related with employee performance with significant results.

5.4 Recommendations

Based on the outcome of the study from the discussion of findings, it is glaring that there is always organizational politics and justice in organization which have effect on the commitment and performance of the employee. Emanating from this therefore, the study recommends to Guinness Nigeria Limited as follows:

- i. Head of each department of the organization need to treat workers with fairness so as to bring about positive outcome and commitment of the employee towards work.
- ii. Organization needs to find a way in convincing employee of the importance of reward in Guinness Nigeria Limited.
- iii. Management of Guinness Nigeria Limited should ensure that fair and just procedure in kept.
- iv. There is need for management Guinness Nigeria Limited to create arene for interaction of staff so as allow them to work hand in hand and learn more, thin would keep boost their commitment.
- v. Workers of Guinness Nigeria Limited should have equal right towards information in the organization.
- vi. Management of Guinness Nigeria Limited should ensure that there exists no preferential treatment when it comes to justice.

5.5 Limitation of the Study

Despite the contribution to knowledge of the study, there are some limitations of study. Firstly, time frame for the study was short which make the research to only focus on 200 respondents. Also, collection of the administrating and collection of the questionnaire were tedious as not all the workers are ready to complete the questionnaire. The facts that the company is a large one

with different department also affect the easy access to some of the respondent especially the junior staff in the company.

5.6 Contribution to Knowledge

This study has investigated the impact of organizational justice on employee commitment using Guinness Nigeria limited. Despite the limitation of the study, it has contributed to knowledge in the following areas.

Firstly, most stories in the literature use one or two measures of organizational justice to see its effect on employee commitment, this study however make use of the four measures of organizational justice to determine its effect on employee commitment which make it a more robust result. Secondly, the study determines the level of prediction in which the organizational justice research can predict employee commitment which will help Guinness Nigeria limited to understand how justice will be made in their company and other organizations also if they will be ready to ensure their employee are committed. More so, the study is carried out in breweries which most studies ignored as most studies concentrated in the banking industries. The outcome of the study also adds to the existing literature.

5.7 Suggestions for Future Research

In thin study the impact of organizational justice measures was investigated on employee commitment. Future research to examine its implication on employee satisfaction and loyalty.

Due to the time frame of thin research, only 200 respondents were used. Further research should make use of more respondent so as to get more robust result. Also, the focus of the study was only in Guinness Nigeria limited which in only one of the companies the process drink. Further research can focus on a comparative analysis by looking at different producers of drinks and

come out with a good outcome for compaction so as to determine whether what operate in another.

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Questionnaire

TITLE OF THE RESEARCH: Impact of Organizational Justice on employee performance and commitment: Case study of Guinness Nigeria Limited, Nigeria

Dear participant,

I am a post-graduate student researching on the topic: **‘Impact of Organizational Justice on employee performance and commitment using Guinness Nigeria Limited, Nigeria as a Case study**. The survey will assist in determining the impact of organizational justice on the performance of employee. Ethical issues will be strictly managed, and your response is considered confidential as the information collected will only be used for the purpose of research.

Thank You for taking a few minutes to complete this survey

Olumide

SECTION A: Demographic characteristics of Respondents

Please tick (√) where appropriate

1. Kindly indicate your gender: Male () Female ()
2. Please indicate your age group 20-30 () 31-40 () 41-50 () 50 and above ()
3. Marital Status: Married () Single () Widow () Separated ()
4. Religion: Christianity () Islam () Others ()
5. Educational Qualification: Postgraduate () Professional () B.Sc./HND ()
OND/NCE () SSCE/GCE () Others ()
6. Work Experience: Less than 5 years () 5-10 years () 11-15 years () 16 years and above ()
7. Cadre: Senior Staff () Junior Staff () Others ()
8. Department: Store () Administrative () Accounting () Production () Transport ()
Marketing () Human Resources ()

Section B: Organizational Justice : Organizational Justice are measured with Distributive

Please indicate whether you strongly disagree (SD), Agree (D), neither agree nor disagree, that is undecided (U), Agree (A), or Strongly Agree (SA) with the following aspects of your employment as a teacher in this school.

		SD	D	U	A	SA
	Distributive justice					
1	I think that my level of pay is quite decent.					
2	Overall, the incentives I receive here are pretty decent.					
3	I find my job load to be fairly equal.					
4	I believe that my duties are reasonable.					
5	I am satisfied with the pattern of motivation in this organization					
	Procedural justice					
6	My organization that all staff complaints are treated before work decisions are considered.					
7	My organization gathers correct and fill data to make work decisions.					
8	When needed by staff, management of the organization clarifies decisions and offers supplementary information.					
9	All employment decisions are in fairly extended to all affected workers.					
10	Avenues are made available for employees to participate in some decision making of the					

	organization					
	Interpersonal justice					
11	The management regards me with deep respect when choices are taken about my job.					
12	The management treats me with respect and integrity when choices are taken regarding my work.					
13	The organization is attentive to my personal interests as decisions about my job are reached.					
14	The management interacts with me in a truthful way when choices about my work are made.					
	Informational justice					
15	The organization is warned about my privileges as a worker when choices are made concerning my work.					
16	The management will address the consequences of the choices surrounding decision taken regarding my work.					
17	The supervisor gives attributes that makes sense to me before making choices regarding my work.					
18	Clearly outlined choices are communicated by organization as regards my job.					

SECTION C: Employee Commitment

Please indicate with a tick whether you strongly disagree (SD), disagree (D), neither agree nor disagree, that is undecided (U), agree (A), or strongly agree (SA) .

S/N		SD	D	U	A	SA
	Commitment					
1	I am quite pleased that I am part of this organization.					
2	I enjoy interacting about my organization with people outside it.					
3	I just believe that issues failing this Organization are my issues also.					
4	Getting committed to some other Organization can be as easy as I was committed to this organization					
5	I don't feel tied to this Organization emotionally.					
6	I feel that I owe this Organization much and what I have gained from them.					
7	I am committed to this Organization because my core values are largely its own also.					
8	This Organization has a mission that I believe in and am committed to.					
9	Oftentimes, I fret as to what might occur if this company has a difficulty and I wasn't a member anymore.					

Correlations

		employee commitment	procedural justice
employee commitment	Pearson Correlation	1	.711*
	Sig. (2-tailed)		.037
	N	200	200
procedural justice	Pearson Correlation	.711*	1
	Sig. (2-tailed)	.037	
	N	200	200

*. Correlation is significant at the 0.05 level (2-tailed).

Correlations

		employee commitment	distributive justice
employee commitment	Pearson Correlation	1	.410**
	Sig. (2-tailed)		.013
	N	200	200
distributive justice	Pearson Correlation	.410	1
	Sig. (2-tailed)	.013	
	N	200	200

*. Correlation is significant at the 0.05 level (2-tailed).

Correlations

		employee commitment	informational justice
employee commitment	Pearson Correlation	1	.654*
	Sig. (2-tailed)		.017
	N	200	200
informational justice	Pearson Correlation	.654*	1
	Sig. (2-tailed)	.017	
	N	200	200

*. Correlation is significant at the 0.05 level (2-tailed).

Correlations

		employee commitment	interactional justice
employee commitment	Pearson Correlation	1	.727*
	Sig. (2-tailed)		.004
	N	200	200
interactional justice	Pearson Correlation	.727*	1
	Sig. (2-tailed)	.004	
	N	200	200

*. Correlation is significant at the 0.05 level (2-tailed).

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.812 ^a	.795	.566	1.13520	.792	13.192	4	196	.000	1.593

a. Predictors: (Constant), interactional justice, procedural justice, distributive justice, informational justice

b. Dependent Variable: employee commitment

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	216.453	4	4.113	13.192	.000 ^b
	Residual	251.547	196	1.289		
	Total	468.000	200			

a. Dependent Variable: employee commitment

b. Predictors: (Constant), interactional justice, procedural justice, distributive justice, informational justice

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	14.038	1.951		7.195	.000
1 procedural justice	.361	.130	.379	2.779	.000
distributive justice	.270	.183	.260	1.649	.210
informational justice	.399	.144	.411	2.770	.004
interactional justice	.480	.208	.060	2.307	.002

a. Dependent Variable: employee commitment

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
employee commitment	200	9.00	45.00	39.3333	5.24316
Valid N (listwise)	200				

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
procedural justice	200	5.00	25.00	15.9556	3.56605
informational justice	200	4.00	20.00	16.4889	2.56393
interactional justice	200	4.00	20.00	13.3778	3.86217
distributive justice	200	5.00	25.00	13.2667	3.89976
Valid N (listwise)	200				

Correlations

Control Variables			procedural justice	distributive justice	informational justice	interactional justice
employee commitment	procedural justice	Correlation	1.000	.492	.086	.303
		Significance (2-tailed)	.	.001	.579	.045
		df	0	197	197	19
	distributive justice	Correlation	.492	1.000	.306	.488
		Significance (2-tailed)	.001	.	.043	.001
		df	42	0	42	42
	informational justice	Correlation	.086	.306	1.000	.854
		Significance (2-tailed)	.579	.043	.	.000
		df	42	42	0	42
	interactional justice	Correlation	.303	.488	.854	1.000
		Significance (2-tailed)	.045	.001	.000	.
		df	42	42	42	0