



## Organizational Justice and its effect on Organizational Commitment: A study of selected Civil Service Organizations of Gondar City Administration

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**Abstract:** *This study aims to investigate organizational justice and its effect on the commitment of employees in the selected public sector organizations of Gondar city. The total population of the study was 384 employees working in Gondar city and the required data, extracted from 186 questionnaires, were analyzed through SPSS version 21. Proportional stratified sampling was used to select the sample respondents. One of the objectives of this study was investigating the extent of organizational justice and the finding indicated that all the dimensions of organizational justice were beyond the cutoff points. This implies that many of the behaviors of the respondents are agreed on the variables. The Pearsons correlation analysis notified that distributive, procedural, interpersonal and informational justice respectively have statistically significant relationship with organizational commitment at ( $r=0.591, p<.05$ ); ( $r=0.696, p<.05$ ); ( $r= 0.435, p<.05$ ); and ( $r= 0.497, p<.05$ ). The developed hypotheses was also tested by using regression analysis and its result revealed that distributive and procedural justice have a significant effect on organizational commitment but not interpersonal and informational justice.*

*Key word: organizational Justice, distributive Justice, Procedural Justice, Interpersonal justice, Informational Justice, Organizational commitment.*

### 1. Introduction and Literature review

The effective operation of an organization is determined by the application of organizational justice. When decision making is fair while the allocation of the resources employee's will tend to be more satisfied with their jobs and increased their commitment in their organization (Ali and Saifullah, 2014). Organizational justice is subjective perception of employee's with regard to equity. It comprises of three basic dimensions such as distribution of justice, procedural and interactional (Bies et al., 1986). This term is also known as organizational justice. Since when you walk into an office and start interacting with employees-working there the conversation is sure to turn toward fairness and justice (Greenberg & Cronpanzano 2001). A recent study in organizational justice theory suggests that justice can be broken down into four empirically distinct dimensions. These are distributive, procedural, interpersonal and informational justice. When we say **distributive justice**, it is nothing but a fair distribution of resources to the concerned society or community/organization. Similarly, **procedural justice** is concerned with the fairness or respect of rules or legal actions without violating the public

safety. It considers free from bias, fact based, democratic, ethical viewpoints, and rule based. The third component is **interpersonal justice**; it is the degree to which people are treated with politeness, dignity, and respect by concerned authorities and finally **Informational justice** perception measures the adequacy, truthfulness, timeliness, and honesty of the information individuals receive from organizational representatives while decisions were made (Colquitt, 2001).

And the processes of justice play a significant role in an organization and the quality of treatment toward others may influence employee's beliefs, emotion, attitudes and behavior in an organization. An important consideration is that employees represent the organization and they distinguish between whether they feel the organization (or supervisor) have treated them fairly (Na'ami, et. al., 2004). If there is a good treatment on the side of supervisors, employees exert their full energy to their organization, which is organizational commitment.

Organizational commitment is explained as an individual's identification and involvement with a particular organization so that organizational

commitment is represented by a strong belief in and acceptance of the organization's goals and values; a willingness to exert considerable effort on behalf of the organization; and a strong desire to maintain membership in the organization (Porter, Steers, Mowday and Boulian, 1974). The major contributor of organizational commitment defined it as a behavior that supports employees' decision to be a permanent member of the organization (Allen and Meyer, 1990). That behavior is shaped by the relationship of employees with the organization. The organizational commitment evaluates in three dimensions that are affective commitment (when an employee loves a certain organization), continual commitment (*An individual's calculation that it is in his or her best interest to stay with the organization based on the perceived costs of leaving the organization*) and normative commitment (*an obligation of an individual feels to staying with the organization*) (Allen and Meyer, 1990). The key to the success of any organization depends on the commitment of employees toward that organization. Robbins and Judge (2013) posit that commitment toward to an organization goes beyond formal membership; it includes the attitude towards the organization and willingness to pursue everything for the sake of organization. Organizational commitment, according to Robbins and Judge (2013) is a situation where an employee is in matching with a particular organization as well as its goals and wishes to maintain membership in the same organizations. This shows the strong relationship between justice and commitment.

### 1.1. Organizational Justice and Organizational Commitment

The previous studies indicated that the relative effects of organizational justice components (distributive, procedural, and interactional) on organizational commitment are inconsistent, that is few researchers revealed that there is a direct association between the overall organizational justice and organizational commitment (Yazicioglu and Topaloglu, 2009, Ajala, 2015, Mahmoudi et al., 2017). Similarly, other researchers reported that distributive & procedural justice affect organizational commitment in a positive and significant way (Yavuz, 2010, Raza et al., 2013, Akanbi and Ofoegbu, 2013, Rahman et al., 2015, Ali and Jan, 2012). In contrary, very few researches show that distributive and procedural justices have not a significant effect on organizational

commitment (Cagliyan et al., 2017). As Niazi et al. (2013) also reported that procedural justice and distributive justice have a strong impact on employee's commitment but the effect of interactional justice on organizational commitment is not very significant. Other studies asserted that there was a significant positive relationship between interactional justice and employees' level of organizational commitment (Ajala, 2015, Ogwuche et al., 2016, Cagliyan et al., 2017).

In the public sector, the rapid technological growth, and increased competition have forced to aggressively compete for employees in order to remain competitive. Researchers found that commitment is influenced by several factors like employee empowerment, job satisfaction, and organizational justice (Ongori & Agolla, 2008). Despite a strong empirical support for the effect of organizational justice on organizational commitment, researches in the Ethiopian context are inadequate. As far as the researcher knowledge concerned, very little previous researches have been directly addressed the effect of organizational justice on organizational commitment in the public sectors of Ethiopia in general and in selected public sectors located in Gondar city administration in particular. Therefore, this study attempt to partially show this empirical research gap in the Ethiopian context by examining the effect of organizational justice on organizational commitment in Gondar city administration.

### 1.2. Research Objectives

The purpose of this study is to investigate organizational justice and its effect on organizational commitment in Gondar city municipalities.

This study sought to:

- Examine the extent of organizational justice in the selected public sectors
- Investigate the relationship between organizational justice (with its components) and organizational commitment.
- Determine the effect of organizational justice on organizational commitment

### 1.3. Research Hypothesis

Consequently from the above conceptual frame work the following hypothesis is developed.

H1: Distributive justice has a positive and significant effect on organizational commitment.

H2: Procedural justice has a positive and significant effect on organizational commitment.

H3: Interpersonal justice has a positive and significant effect on organizational commitment.

H4: Informational justice has a positive and significant effect on organizational commitment.

## 2. Methodology

### 2.1. Research Design

The researcher was used explanatory with cross sectional research design. This helps the researcher to investigate the effect of organizational justice on organizational commitment Gondar city municipalities.

In order to address the specified objectives quantitative research approach was used that involves numerical measurement and analysis. Consequently, the researcher sought to use this approach because the objective of the research is to analyze the effect of organizational justice on organizational commitment in the selected public sectors of the city.

### 2.2. Target Population

The target population was 348 employees and from which 186 sample were drawing. The

participants of the study were taken from 7 public sectors employees in the City.

The researcher was used the following simplified formula developed by Taro Yamane (1967) to calculate sample size of this finite population.

$n = \frac{N}{1 + N(e)^2}$  (Yamane (1967:886) formula). Where;

- n= is the sample size, N= is the population size, and e= is the level of significance/allowable error/sample error (0.05) at 0.95(95%) confident level.

So based on the formula the sample size is  $\frac{N}{1 + N(e)^2} = \frac{348}{1 + 348(0.0025)} = 186$

The researcher has used proportional stratified with simple random sample technique to select sample respondents, which gives equal chance of participation of the employee's working in different public sectors. So, the sample frame of this study was the list of 348 permanent employees found in all seven sectors of the study area as follows.

n=samples taken divided by total population (N). i.e.  $186/348=53.44\%$ . Therefore, 53.44% of the total population was selected from each office. Here the assumption of stratified random sampling technique should be clear. Proportion= $\frac{n}{N}$ , thus,  $\frac{186}{348}=0.5344$ . The sample size in each stratum should be multiplied by this proportion to get the size of the actual sample to be taken from each stratum.

**Table1: Target Population and Sample Selection.**

No.	Department in Gondar City Administration Office	Population	Category and number of samples by $n = \frac{N}{1 + N(e)^2}$ Formula
1	Trade, Industry and market development office	46	25=13.44%
2	Urban development office	54	29=15.59%
3	Finance and economic development office	55	29=15.59%
4	Administrative zone office	47	25=13.44%
5	Civil service administrative office	30	16=8.60%
6	Education office	53	28=15.01%
7	Vocational and technical enterprise office	63	34=18.28%
Total		348	186=100%

Source; - HRM Department of Gondar city Administrative Office, 2019

The most possible way of achieving the objective of this study was through gathering relevant information with the help of primary and secondary data sources. The primary data was collected from employees of the organizations/ from respondents/ using self-administered questionnaire and the secondary data was collected from both published and unpublished materials such as reference books, journals, research papers and web sites.

To measure organizational justice, this study was used the work of Usmani (2013), which consists of distributive and procedural justice variables, and interpersonal and informational justice variables were adopted from Karanja (2016).

The responses to each of the items were rated by using a 5-point Likert scale with anchors labeled: 1 = strongly disagree, 2 = disagree, 3 = neither agree nor disagree (undecided), 4 = agree, 5 = strongly agree. High scores from the scale shows that positive opinion about organizational justice.

The dependent variable in this study was organizational commitment (with 15 item scale) which was adopted from Mowday et al. (1979). The response was rated by using a 5-point Likert scale with anchors labeled: 1 = strongly disagree, 2 = disagree, 3 = neither agree nor disagree (undecided), 4 = agree, 5 = strongly agree.

The data obtain from various techniques was analyze by using SPSS version 23, hence

descriptive statistic such as mean and SD as well as correlation and regression analysis were applied.

## 2.3. Finding of the study

### 2.3.1. Response rate

The researcher has used 186 self administer questionnaires to the whole seven public organizations. 175 questionnaires out of 180 issued were returned, which accounts 94.08% response rate. Only 5.92% of the questionnaires were not returned back to the researchers.

### 2.3.2. Extent of Organizational Justice

As indicated in table 2 below, the mean score and standard deviation of organizational justice indicated the level of the different dimensions of organizational justice range from 3.0371 to 3.2800 and .76474 to .97589 respectively. The highest mean score of distributive Justice was (M=3.2800, SD= .76474). This result confirmed that employees give more value and are agreed with the measuring statements of distributive justice. This is to mean that most employees are agreed and the essence of distributive justice has widely shared to employees which enhance employees to use their full potential. Further, the next highest mean score was Informational Justice with a mean score of 3.2709 with a standard deviation of 0.96156. This shows that the level of agreement with the measuring statements was somewhat good. Moreover, the results of procedural and interpersonal justice have a mean score of 3.0371 and 3.2014 respectively.

**Table 2: Extent of Organizational Justice**

	Mean	Std. Deviation	N
Distributive Justice	3.2800	.76474	175
Procedural Justice	3.0371	.77500	175
Interpersonal Justice	3.2014	.97589	175
Informational Justice	3.2709	.96156	175

Source: own survey data, 2019

### 2.3.3. The relationship between Organizational Justice and Organizational Commitment

Pearson correlation results in the above table indicated that Distributive Justice and organizational commitment were found to be a significant positive relationship at ( $r=0.591$ ,  $p<.05$ ).

The correlation value of procedural justice and organizational commitment were ( $r=0.696$ ,  $p<.05$ ). Similarly, Interpersonal Justice and organizational commitment also shows a positive and significant correlation at ( $r= 0.435$ ,  $p<.05$ ) and Informational Justice has a significant positive correlation with organizational commitment at ( $r= 0.497$ ,  $p<.05$ ).

**Table 3: Correlation of organizational justice and organizational commitment**

		Distributive Justice	Procedural Justice	Interpersonal Justice	Informational Justice	Organizational Commitment
Distributive Justice	Pearson Correlation Sig. (2-tailed)	1				
Procedural Justice	Pearson Correlation Sig. (2-tailed)	.629** .000	1			
Interpersonal Justice	Pearson Correlation Sig. (2-tailed)	.442** .000	.395** .000	1		
Informational Justice	Pearson Correlation Sig. (2-tailed)	.485** .000	.517** .000	.795** .000	1	
Organizational Commitment	Pearson Correlation Sig. (2-tailed)	.591** .000	.696** .000	.435** .000	.497** .000	1

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

**Source:** Researcher's SPSS output from survey data, 2019

### 2.3.4. Model Summary

A regression model was used to test how the independent variables affect the dependent variable, which is organizational commitment. Coefficient of determination adjusted  $R^2$  is the

measure of the proportions of the variance of the dependent variable about its mean which is explained by the independent or predictor variables (Hair et al, 1988). Higher value of adjusted  $R^2$  denotes greater explanatory power of the regression equation.

**Table 4: Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.735 <sup>a</sup>	.540	.529	.51064	.540	49.897	4	170	.000

a. Predictors: (Constant), Informational Justice, Distributive Justice, Procedural Justice, Interpersonal Justice

b. Dependent Variable: Organizational Commitment

**Source:** Researcher's SPSS output from survey data, 2018.

As indicated in Table 4, the adjusted  $R^2$  value is 0.529 realized that 52.9% of the variation in organizational commitment can be explained by the Distributive Justice, Procedural Justice, Interpersonal Justice and Informational Justice; and

the remaining 47.1% of the variance has explained by other variables which was not included under this study.

### 2.3.5. The effect of organizational justice on organizational commitment

**Table 5:** Regression coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	.546	.188		2.904	.004		
Distributive Justice	.201	.068	.206	2.966	.003	.558	1.791
Procedural Justice	.475	.068	.494	6.987	.000	.541	1.850
Interpersonal Justice	.074	.066	.098	1.128	.261	.361	2.771
Informational Justice	.049	.071	.064	.691	.490	.319	3.137

a. Dependent Variable: Organizational Commitment

**Source:** Researcher's SPSS output from survey data, 2018

#### 2.4. Discussion

Andi Field (2009) clarified that the VIF values below 10 and the tolerance statistics above 0.2 could not have collinearity problem. For this research model, the VIF values of variables are below 10 and the tolerance statistics are above 0.2. Therefore, we can safely conclude that there is no collinearity problem in this data.

The finding in Table 3 confirmed that the correlation analysis of distributive justice has a positive and statistically significant relationship with organizational commitment at ( $r=.591$ ,  $p<0.01$ ). The multiple linear regression result of this study also point out that distributive justice has a significant effect on organizational commitment at ( $\beta=0.201$ ,  $p<0.05$ ). Thus, from the finding one could see that distributive justice enhances employee's organizational commitment in the selected public sectors of Gondar city administration. This research supports the finding of a couple of studies conducted previously. For instance, Akanbi and Ofoegbu (2013) reported that there is a significant relationship between distributive justice and organizational commitment. Similarly, Ajala (2015) confirmed that there is a significant relationship between distributive and procedural justice with organizational commitment. However, the study was inconsistent with the previous work of Karanja (2016). They found out that distributive justice did not show a significant relationship with organizational commitment.

When we say distributive justice and organization commitment has been influencing each other, this

is to mean that when the decision making process of organizations such as the allocation of resources is fair then employee's will tend to be more satisfied with their jobs and will be become committed (Ali and Saifullah, 2014). Employees mostly consider when disciplinary procedure has some kind of biasness; employees are emotionally stressed (Bank, Engelbrecht, & Strumpher). In the contrary, when the organization is fair and unbiased, they tend to satisfy their customers in their organization and it has a positive influence on employee's customer oriented behavior (Ashar & Shahbaz, 2013). This in another way implies that the commitment of employees in an organization shows an improvement.

#### a. Procedural justice and its effect on organizational commitment.

Table 3 also investigated that there is a significant effect and relationship between procedural justice and organizational commitment. The results of correlation coefficient matrix proved that there is a positive and statistically significant relationship between procedural justice and organizational commitment at ( $r=.696$ ,  $p<0.05$ ). On the other hand, the linear regression analysis result indicated that procedural justice has a significant effect with organizational commitment at ( $\beta=0.494$ ,  $p<0.05$ ). This study finding was in line with the previous scholars except interactional justice (Ali and Jan, 2012). They found out that distributive, procedural and interactional justice had a significant relationship with organizational commitment and turnover intentions. The finding was also consistent with the work of Iqbal and Ahmed (2014) and Karanja (2016). However, the result was

inconsistent with the work of Demirel and Yücel (2013). They reported that distributive and procedural justices didn't show a direct effect with organizational commitment.

**b. The effect of interpersonal justice on organizational commitment**

As indicated in the correlation analysis table above, interpersonal justice was shown to have a positive and statistically significant relationship with organizational commitment ( $r=0.435$ ,  $p<0.05$ ). However, the multiple linear regression analysis result of interpersonal justice with organizational commitment didn't show a significant effect one from the other (independent with the dependent variable) at ( $\beta=0.097$ ,  $p > 0.098$ ). Scholars like (Manshor, et.al. 2016); and (Karanja, 2016) asserted that interpersonal justice didn't show a significant effect with organizational commitment which was consistent with this study.

**c. The effect of informational justice on organizational commitment relationships**

The third analysis deals about the effect of informational justice on organizational commitment. The correlation coefficient results of this study stated that informational justice had a positive and statistically significant relationship with organizational commitment ( $r=0.497$ ,  $p<0.05$ ). The multiple linear regression analysis indicated that informational justice couldn't affect organizational commitment of public sector employees at ( $\beta=0.045$ ,  $p > 0.471$ ). The study findings of Karanja (2016), Gichira (2016) & Manshor et.a. (2016) found out that informational justice didn't affect organizational commitment of public sector employees as this study did.

**d. The effect of organizational justice on organizational commitment.**

To sum up, the findings of this study indicated that all over components of organizational justice (distributive, procedural, interpersonal and informational) had a positive and statistically significant correlation with organizational commitment in the public sector employees of this study area. Furthermore, the multiple linear regression results of this study depicted that distributive and procedural justice affects

organizational commitment in a positive and statistically significant manner. This is consistent with the findings of previous studies (Akanbi and Ofoegbu, 2013; Demirel and Yücel, 2013; Rahaman et.al, 2016; Manshor et al, 2016; Ajala, 2015; Gichira, 2016; Arif, 2012; Yazıcıoğlu and Topaloğlu, 2009; Iqbal and Ahmed, 2014). In contrary, the findings of this study was inconsistent with the results shown by (Iqbal and Ahmed, 2014; Demirel and Yücel, 2013; Cagliyan et al., 2017).

## 2.5. Conclusion & Recommendation

### 2.5.1. Conclusions

The main objective of this study was to examine the effect of different of dimensions organizational justice such as distributive justice, procedural justice, interpersonal justice and informational justice on organizational commitment in the selected public sectors of Gondar city administration. Therefore, based on the findings of the study the following points are shows as conclusions.

The mean score and standard deviation of organizational justice indicates that the level of the different dimensions of organizational justice range from 3.0371to3.2800 and .76474 to .97589 respectively and distributive Justice was ( $M=3.2800$ ,  $SD= .76474$ ). This result confirmed that employees give more value and are agreed with the measuring statements of distributive justice. This means that fairness and justice are exercised in Gondar city administration but it is as such very high extent.

The findings of this study also specify that based the results of correlation coefficient matrix, all organizational justice dimensions have positive and significant relationship with organizational commitment in the selected public sectors of the study area.

The adjusted  $R^2$  value of the study was 0.529, which realized that 52.9% of the variation in organizational commitment can be explained by the Distributive, Procedural, Interpersonal, and Informational Justice and the remaining 47.1% of the variance was explained by other variables which was not included under this study.

In addition, the beta coefficient of multiple linear regression results indicated that distributive and procedural justices have a statistically significant effect on organizational commitment in the selected public sectors, whereas interpersonal and informational justice did not show statistically significant effect on organizational commitment.

### 2.5.2. Recommendations

For the realization of organizations' strategic objectives in a certain organization, a committed workforce is a necessary condition. Employees who perceive unfairness in the workplace may exhibit a negative behavior. It is therefore important for employers to provide employees with organizational justice in order to gather the positive outcomes of highly committed employees. When employees have favorable distributive justice perceptions, they are likely to have more positive emotions and more favorable attitudes and behaviors directed toward the organization to bring an outstanding outcome. Therefore, based on these findings the following recommendations are given:

- From the finding the researcher observed that the extent of employee perception towards their commitment is a little bit not strong. To make it strong and increasing their commitment in their organization it is better to establish fair work schedule, appropriate work load, fair and clear pay rules.
- The study findings also suggest that employees' organizational commitment with an organization could be significantly increased by enhancing organizational fairness, particularly procedural justice. It is better to managers to improve the procedural justice and hence increase overall levels of perceived justice by involving employees in the procedures such as in the decision making process and allocating rewards.
- Additionally, interpersonal justice to be promoted through treatment of employees with politeness, respect and dignity by their managers. This way, organizations will not only benefit from a committed workforce, but also improve employee relations and thereby minimize the consequences of distributive justice emanating from employee workplace deviance actions.
- Finally, managers should enhance informational justice through the provision of timely and honest explanations to people on issues that affect them, their work and employment.

### 2.5.3. Future Research Direction

As a result of this study was limited to seven public sectors, the findings could not generalize to all public sectors in Gondar city administration. In addition to the personal administered questionnaires, other data collected methods, mainly interview and focus group discussion should be considered to understand the effect of organizational justice on organizational commitment thoroughly.

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