

Original Research Article

Organisational justice and employee commitment in Kaduna State University.

Kachi Joseph Akende^{1*}, Mantim Gambo Nantim²

¹ Ahmadu Bello University, Nigeria.

² Plateau State University, Bokkos, Nigeria.

Correspondence should be addressed to Kachi Joseph Akende: josephakende@gmail.com

Article No: 016 | **Accepted:** 30 June 2026 | **Published:** 10 July 2026

Abstract: Securing a high level of dedication among workers of an organization has been a challenging issue in modern-day organizations. Most employees are actually employed by originations but they are not fairly committed to the discharge of their responsibility, which is to aid the attainment of organizational objectives. This study investigated the effect of organizational justice on the level of commitment obtained from employees of the organization. The objectives of the study were to determine if distributive justice affects commitment of academic staff in Kaduna State University; to determine if Procedural justice affects commitment of academic staff in Kaduna State University; to examine the extent to which Interpersonal justice affects commitment of academic staff in Kaduna State University; and to examine how Informational justice affects commitment of academic staff in Kaduna State University. Data was obtained through the usage of a questionnaire using a sample of 267 from a total population of 964. Data was regressed, and the result revealed that distributive justice, Procedural justice, Interpersonal justice and Informational justice all affect commitment of academic staff in Kaduna State University. It was recommended that there is a need for organisations to make justice and fairness a critical component of their organisational culture so that managers do not treat their subordinates unjustly. Organisations are to ensure that there are consequences to all who engage in acts of injustice. There should also be an internal control mechanism that would not just reduce injustice but would aid in preventing such acts.

Keywords: Keywords; Justice, Organizational Justice, Employee & Commitment

1.1 Introduction

Organisations that thrive in modern day are organisations that are able to obtain a diverse population who come along with different skills and qualifications, with the aim of

achieving the mutual objectives between the organisation and the employee. Organisations of global repute have, aside from outsourcing the best manpower, tried to create an enabling environment for their workers to thrive because the success of the organisation is dependent of the aggregated success of its employees.

Human resources managers are saddled with the responsibility of ensuring that the organization is constantly provided with the needed manpower to propel the organization to greater heights, therefore workers stability is the next crucial thing after recruitment of employees (Moon, 2017). Scholars have generally agreed that sustaining certain workforce and reducing turnover among staff is an arduous task and it is a function of several other factors ranging from; pay, motivation, organizational culture, organizational policy, quality of workers, perception of organizational justice, etc (Arif, 2018). The interrelationship between and among these variables earlier listed will affect the manner and extent to which workers discharge their responsibilities.

Organisations are composed of both human and material resources, the material resources are central to the success of the organization and they include, finance, machines, materials and other things needed for the production activity to take place. The human resource on the other hand refers to the persons saddled with the responsibility of manipulating the available material resources to aid the organization achieve its objectives. It is argued by Arif (2018) that in as much as the human and material resources are central to the success of the organization, the human resourced are more critical to the survival of the organization since they are responsible for maneuvering the other factors of production.

The human resources manager in managing the human resources often deals with different people from different departments and people from different background, therefore to manage these people and get the effective result, the Human resources management must be tactful, this is because employees with dignity will not accept any form of humiliation from any quarters and once a feeling of foul play or a feeling of resentment falls in, they are most likely to react to such a treatment.

There is also the interplay and quest for power, responsibility and positions in most organisations and as long as those competing for such position does not perceive objectivity, their reaction will be negatively inclined to the whole system. Organizational justice is therefore striking a balance between subjectivity and objectivity between and among workers of the same organization (Arif, 2018). In organisations where workers are treated fairly and are placed on the same template before decisions are made. To Oyetunde, Oyenuga & Adoga (2023) organizational justice ensures that same fate befalls all and there is no preferential treatment of any staff irrespective of his or her creed or disposition.

Multinational organisations have while encouraging competent employees to join their team, assured prospective employees on the fact that such organization lays emphasis on equality treatment and that there are no discriminatory tendencies for discriminatory treatment. This is generally done due to the need to assure prospective employees that justice will prevail irrespective of their biographic information.

African organisations have also imbibe such culture by making it an organizational culture and policy not to support discriminatory tendencies and assures not just prospective employees but also assured clients of the high regard such an organisation has for justice for all that encounters the said organization (Omale, Oyenuga & Oriaku, 2021).

Clients and prospective employees in modern times do often check to determine the level which organization are transparent in their activities, their activities in terms of products they sell and even on terms of how they operate internally (Omobola, 2022). The level of transparency often reflect the level of equity, fairness and justice within the organization and also affects employees decisions and feelings of either being wanted or unwanted or being cherished or disrespected. The perception of justice by employee could affect their level of production, either positively or negatively. Organisations must therefore put a mechanism to ensure that employee productivity is positively influenced through positive perception of the organizational justice system.

In the Nigerian public organisations, the government in its wisdom while trying to ensure justice, has initiated policy guidelines for all members of its service to abide by. All public servants are to abide by the rules and regulations as contained in the public service rules which is often reviewed occasionally. The public service rules do not does not give room for any form of discrimination, in fact it is an offence to be unjust or discriminate against anyone in the service on the basis of whatever criteria placed, and provisions were made for aggrieved officers to seek redress when unjustly treated.

It is therefore mandatory for all officers to desist from discriminatory tendencies and be just to all the components of the organization. The consequences of engaging in injustice is disastrous. Tolukan & Akyel (2019) argues that it hinders effective employees from putting in their best for the organization and let alone going the extra mile for the organization. The perception of justice gives the employee a feeling of belongingness and a feeling of being cherished and would propel the employee to discharge his responsibility without resentment.

Through the wisdom of government we have been able to establish that it has created a provision and an avenue for justice to thrive because of the grave consequence when neglected and when justice is not protected. The government has mandated all its staff to abide by its code of conduct. Despite this landmark effort, there has been several cases of injustice in organisations between superior and subordinates. The above claims were revealed by Ajur et al (2018) who establish the abuse of organizational procedures on disciplinary matters to favor some staff at the detriment of others. Also there has been reports that decision making in organizations like consultations and only parties of interest are being considered before decisions are to be taken in the course of service (Obiyo 2023). So also Friday & Ugwu (2019) reported that the prevalence of organizational injustice in the Nigerian public service is also reflected in the level of posting of staff as staff with connections are being given favorable (perceived) posting in the stead of competence. So many a time's superior officers do transfer responsibilities/assignment from the purported doer of the job to another person. Akanbi & Onyema, (2013) reported that in the federal

ministry of education, some assignments are deliberately diverted to other persons of interest so that job responsibilities are being shared among certain circles of interest. Injustice also persist in the approval for travelling and Duty tour allowance where only certain individuals are often permitted to join certain official voyages. Omale, Oyenuga & Oriaku (2021) noted that while examining the record of certain institutions, certain names were recurrent in the DTA request even in tours not related to their area of responsibility.

There are consequences of engaging in organizational injustice as it reduces the morale of those who are victims of injustice, it reduces their passion to work, reduces their level of commitment and in the long run it would affect their level of productivity which also affects the general organizational performance. Considering how scares resource are, the distribution of such resources cannot be just but lopsided, workers will have to device means of obtaining such resources and obtaining such could serve as injustice to others especially if there is no objectivity in attaining such goal. It is against this background that this research asks the following research questions.

1.2 Research Questions

1. Does distributive justice affect the commitment of academic staff in Kaduna State University?
2. Does procedural justice affect the commitment of academic staff in Kaduna State University?
3. Does interpersonal justice affect the commitment of academic staff in Kaduna State University?
4. Does informational justice affect the commitment of academic staff in Kaduna State University?

1.3 Hypotheses of the Study

The following hypotheses will address the objectives of the study.

- **Ho1:** There is no significant relationship between distributive justice and commitment of academic staff in Kaduna State University.
- **Ho2:** There is no significant relationship between procedural justice and commitment of academic staff in Kaduna State University.
- **Ho3:** There is no significant relationship between interpersonal justice and commitment of academic staff in Kaduna State University.
- **Ho4:** There is no significant relationship between informational justice and commitment of academic staff in Kaduna State University.

2.0 Literature Review

We shall review the variables in our study thematically.

2.1.1 Justice

In simple terms, justice is simply doing the right thing and not victimizing another. Justice is a position of doing right while ensuring that all parties connected to a certain

activity are being treated equally. Oyetunde, Oyenuga & Adoga (2023) consider justice to be the action of fairness to all parties.

2.1.2 Organizational justice

Organizational justice is the condition of treating all components of the organization fairly and equally. To Argo et al (2017), organization justice is the perception of employees regarding the treatment they receive from superiors and from colleagues in the organization. Omobola (2022) argued that organizational justice is relative depending on who is benefitting and who is not. Injustice exists where some members of the organization are being given preferential treatment against others on the basis of reasons other than objectivity. Organizational justice exists when there is equality in the distribution of resources and rewards, equality of treatment and equality in the application of organizational rules and procedures.

Suifan, Diab & Abdallah (2017) enthused that organizational justice exists in organisations, where members have a feeling of confidence that all will be treated not just fairly but equally considering the resources available in the organization. To this end therefore Eze et al (2023) enjoined managers particularly, the human resources managers to pay attention on the approach to the distribution of scarce resources in the organization as well as their relationship with others to avoid the feeling of contempt and therefore create a healthy atmosphere for employees to display their talent and achieve organizational goals. Organizational justice is basically divided into four basic components; the informative justice, procedural justice and interactional justice,

Distributary justice

This often focus on the distribution of material, resources, persons and even rewards. Employee is argues to have a positive feeling of justice where the distribution of resources is done equitably in the organization. Here only deserving employees are being given rewards by the system.

Procedural justice

This aspect of justice is relative to the procedures in the application of organizational rules and regulations. To Etim and Okundaro (2019), there is justice in procedures if employees control or influence the process of making decisions about organizational outcome. Here employees perceive justice to exist when they feel that managerial decisions are not just legitimate but also fair. During the process of taking decision regarding the attainment of the stated objectives of the organization, the process is fair and open to all that are concerned and there is no feeling of bias.

Interpersonal or interactional justice

This is summarized by Nazim & Shahid (2012) as the respectful treatment between persons, it occurs when workers are being treated with dignity and respect. Interpersonal justice is more related to the relationship between managers and subordinates as they relate to create a feeling of being either wanted or not or of even being subordinated. As Suifan,

Diab & Abdallah (2017) reports that some bosses are actually horrible to work with simply because of how they relate with their subordinate. Sometimes superiors relate in a friendly manner to selective individuals while being the opposite of others and this creates tension and a feeling of an unjust treatment to them who feel negatively treated. Interpersonal justice exists where workers feel they are being treated fairly by their superiors and with colleagues.

Informational justice

There is justice in the informational set of the organization if explanations are explicitly provided and if they are adequately provided (Obiyo, 2023). Workers feel there is informational injustice if communications are not candid. If they need and if they receive thorough information regarding specific job details. Oyetunde, Oyenuga & Adoga (2023) added that even though informational justice is being perceived as explanation, there is the need to also make consideration on if the said communication is done timely, since untimely information could be unhelpful. Information justice also has the component of perceive whether the communication received are often tailored to individual specific needs. With justice, the manner of communication has to be transparent to all parties in the organization and information hoarding must be avoided so that we have an avenue for open communication.

It is worthy of note that organizational justice even though in different domain, can affect the perception of workers towards the nature and pattern of treatment they receive. There are several empirical studies that focus on organizational justice and staff commitment in an organization setting, for instance (Lee, & Rhee 2023).

2.2 Organizational commitment

To be committed is to show some certain level of seriousness regarding certain things. Organizational commitment is considered to be the level which employee exhibit seriousness regarding the discharge of their responsibility. Obiyo (2023), sees organizational commitment as simply the level of sincerity exhibited by staff towards certain responsibility. This position was further buttressed by Rai, (2015) who also has the opinion that aside the level of sincerity exhibited by the employee, organizational commitment do refer to the level of seriousness and cooperation displayed by an employee. It is the willingness to make genuine and timely contribution to the goals of the organization (Arif, 2018). When employees are said to be committed, they are constantly in the position of cooperating with others and are being actively engaged with the day to day functions of the organization to ensure the attainment of the goals of the organization using the barest minimum input (Omobola, 2022).

Employees will usually not show strong commitment to the organization if there is nothing they stand to gain, therefore for organisations to obtain their loyalty towards commitment , they must provide an avenue of appreciation through motivation, justice system, pay etc, this is the reason why scholars such as Lee, & Rhee (2023) argued vehemently that organizational commitment is often earned and they must work hard to

earn and sustain it through an effective justice system. Employees who find themselves in organisations where the organizational justice is being reverend, they do not need to be concerned about their income or their benefit, they also do not need to be scared as they have the guarantee that justice will prevail without victimization irrespective of their disposition.

2.3 Theoretical Framework

For the purpose of this study, Social Exchange Theory (SET) is being adopted. The social exchange theory relates to reasons for employee engagement and the extent to which they relate to stimulus obtained in the organization. To this theory, the relationship between workers and managers is reciprocal, this means workers will reciprocate whatever is being given to them by the management be it ill treatment or good treatment. The exponent and/or the proponent of SET is Blau (1964). The theory is built on the premise that when human resource managers provides an avenue for economic and socio-emotional benefits to its workers, the workers who enjoy such kind gesture would be compelled to respond in kind and to ensure that they repay the organization with more productivity. To this theory, organisations who wants employees to put in their best must ensure that employees are compelled to put in their best as a result of the fairness inherent in the organization. Therefore the loyalty of the employees is being bought through a nice and fair treatment given to workers.

3.0 Methodology

This study adopts the survey research method which is more appropriate in obtaining information from a large number of people and which provides an avenue for obtaining the response or opinion of persons. The population of this study is composed of all staff of Kaduna state University, with a total population of 964 out of which 267 were selected to respond to our research instrument irh a response rate of 91% data was generated using the questionnaire and the hypotheses was tested using regression analysis (SPSS, V 29)

4.0 Data Analysis

4.1 Test of Hypotheses one

Table1. Simple Linear Regression Result (Model Summary) between Distributive justice and academic staff commitment

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.800(a)	.640	.639	.505

a Predictors: (Constant), distributive justice

Table 1. Reveals that the R-square is 0.64%, indicating that distributive justice is able to explain changes in the academic staff commitment at 64% while the remaining 36 percent could be explained by factors not captured in this study.

Table 2. Simple Linear Regression Result (ANOVA) between Distributive justice and academic staff commitment ANOVA (b)

Mode		Sum of		Mean Square	F	Sig.
1		Squares	Df			
1	Regression	152.118	1	152.118	556.547	.000(a)
	Residual	85.679	336	.255		
	Total	237.797	337			

a. Predictors: (Constant), distributive justice

b. Dependent Variable: academic staff commitment

The Anova result in table reveals that the F-statistic computed is 556.55 and has a p-value of 0.000 which is less than 5% level of significance. This indicates that distributive justice influences the academic staff commitment significantly. Hence, the study rejects null hypothesis that states that there is no significant relationship between distributive justice and commitment of academic staff in Kaduna State University and we shall accept the alternate hypotheses.

4.2 Test of Hypothesis Two

Table 3. Simple Linear Regression Result (Model Summary) between procedural justice and commitment of academic staff in Kaduna State University.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.872(a)	.760	.759	.48684

a. Predictors: (Constant), procedural justice

The table above reveals that the R-square is 0.76 indicating that procedural justice is able to explain the variation that occur in the commitment level of academic staff in Kaduna State University at 76% while the remaining percent can be taken care of by factors not captured in this study.

Table 4. Simple Linear Regression Result (ANOVA) between procedural justice and commitment of academic staff in Kaduna State University

ANOVA (b)

Mode		Sum of		Mean Square	F	Sig.
1		Squares	Df			
1	Regression	252.430	1	252.430	1022.024	.000(a)
	Residual	79.638	336	.237		

Total	332.068	337
-------	---------	-----

a. Predictors: (Constant), procedural justice

b. Dependent Variable: academic staff commitment

Table 4. reveals the F-statistic computed to be 1022.024 and has a p-value of 0.000, which is less than 5% level of significance. This implies that procedural justice influences the level of commitment of academic staff in Kaduna State University .

4.3 Test of Hypotheses Three

H₀₃ – There is no significant relationship between interpersonal justice and commitment of academic staff in Kaduna State University.

Table 5. Simple Linear Regression Result (Model Summary) between interpersonal justice and commitment of academic staff in Kaduna State University.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.813(a)	.677	.676	.33720

a. Predictors: (Constant), interpersonal justice

Table 5.30 shows that the coefficient of correlation R is 0.813 which indicates a very strong correlation between the variables. The coefficient of determination r^2 stood at 0.677 indicating that interpersonal justice can explain 67% of the variations in the level of commitment of academic staff in Kaduna State University.

Table 5.6 Simple Linear Regression Result (ANOVA) between interpersonal justice and commitment of academic staff in Kaduna State University.

ANOVA (b)

Mode		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	80.094	1	80.094	712.425	.000(a)
	Residual	38.204	336	.114		
	Total	118.298	337			

a. Predictors: (Constant), interpersonal justice

b. Dependent Variable: academic staff commitment

Table 5.30 shows the F statistics of the regression between interpersonal justice and academic staff commitment in Kaduna State University at 712.425 with a significant p-value of 0.000. This shows that interpersonal justice is a good explanatory variable for commitment of academic staff in Kaduna State University.

Table 7. Simple Linear Regression Result (Coefficients) between interpersonal justice and commitment of academic staff in Kaduna State University.

		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	T	Sig.
1	(Constant)	1.120	.097		10.523	.000
	Interpersonal justice	.615	.023	.823	26.541	.000

a. Dependent Variable: commitment of academic staff

The coefficient of interpersonal justice as shown in table 5.31 is 0.615 which is positive with a t- value of 10.523 having a significant p-value of 0.000. The result clearly shows that we have enough statistical evidence to reject our null hypothesis which states that there is no significant relationship between interpersonal justice and commitment of academic staff in Kaduna State University 10.523. The study is in line with the findings of Kelly, (2017) which revealed that interpersonal justice has helped towards enhancing the commitment of staff in organisations.

3.4 Test of Hypothesis Four

H₀₂ –: There is no significant relationship between informational justice and commitment of academic staff in Kaduna State University.

Table 8. Simple Linear Regression Result (Model Summary) between informational justice and commitment of academic staff in Kaduna State University.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.872(a)	.760	.759	.48684

a. Predictors: (Constant), informational justice

The table above reveals that the R-square is 0.76 indicating that procedural justice is able to explain the variation that occur in the commitment level of academic staff in Kaduna State University at 76% while the remaining percent can be taken care of by factors not capture in this study.

Table 8. Simple Linear Regression Result (ANOVA) between informational justice and commitment of academic staff in Kaduna State University

ANOVA (b)						
Mode		Sum of				
1		Squares	Df	Mean Square	F	Sig.
1	Regression	252.430	1	252.430	1022.024	.000(a)
	Residual	79.638	336	.237		
	Total	332.068	337			

a. Predictors: (Constant), informational justice

b. Dependent Variable: academic staff commitment

Table 8. Reveals the F-statistic computed to be 1022.024 and has a p-value of 0.000 which is Less than 5% level of significance. This implies that informational justice influences the level of commitment of academic staff in Kaduna State University.

3.5 Summary of Findings

From the data analyzed using regression, the following have been established;

- i. Distributive justice affects the commitment of academic staff in Kaduna State University.
- ii. Procedural justice affects the commitment of academic staff in Kaduna State University.
- iii. Interpersonal justice affects the commitment of academic staff in Kaduna State University.
- iv. Informational justice affects the commitment of academic staff in Kaduna State University.

5.0 Conclusion and Recommendations

To be candid, justice and the treatment of fairness are needed in all spheres of our lives, the organization inclusive. The relationship between and among employees must be a healthy relationship devoid of prejudice or preferential treatment. The level which employees perceive organizational justice could greatly affect not just the organizational climate, but also, it will influence the organizational culture, workers' commitment and all levels of employee performance, which affects the general organizational performance. Organizational injustice has the propensity to influence workers' feelings towards the management's desire to keep them employed; it influences the employee's decisions to perform or whether to stay in the organization or not. This is the reason why some organizations experience a higher level of labor turnover.

This study therefore echoes the need for managers to ensure that there is justice in the distribution of the organisation's scarce resources, justice in relationships, etc., so that the tendency of workers' perception of injustice is being reduced, which will enhance the working climate of the organisation and aid in enhancing productivity. This study

recommends that there is a need for organisations to make justice and fairness a critical component of their organisation so that managers do not treat their subordinates unjustly. Organisations are to ensure that there are consequences to all who engage in acts of injustice. There should also be an internal control mechanism that would not just reduce injustice but would aid in preventing such acts, just as the saying goes, “prevention is way better than cure”, therefore organisations must institute preventive measures and strategies.

References

1. Akanbi, P. A., and Onyema, E. (2013). Impact of organizational justice on organizational commitment in Nestle Nigeria Plc, Agbara, Lagos, Nigeria. *Internal Journal of Humanities and Social Sciences*, 3(14): 83 - 90.
2. Arif, S. (2018). Impact of organisational justice on turnover intentions: Moderating role of job embeddedness. *SEISENSE Journal of Management*, 1(2), 34–52. <https://doi.org/10.33215/sjom.v1i2.16>
3. Etim G. & Okundaro E. (2019), *Organizational Justice and Commitment to Work in the Nigerian Public Sector*. New Ideas Concerning Science and Technology Vol. 7
4. Eze C. Ifeanyichukwu, Ike O. Obinna, Obiageli Omeje, Ejike Okonkwo, Attamah Ikechukwu & Chinwendu M. Okoro (2022) Organisational justice and workplace deviance behaviour among bank workers in Nigeria: the role of perceived organisational support as a moderator, *Journal of Psychology in Africa*, 32:6, 569-577, DOI: 10.1080/14330237.2022.2121463
5. Friday, E., & Ugwu, J. (2019). Organizational justice and employee commitment of selected private secondary schools’ teachers in Nigeria. *International Journal of Management & Entrepreneurship Research*, 1(1), 18-30.
6. Johnson, R. E., Lanaj, K., & Barnes, C. M. (2014). The good and bad of being fair: effects of procedural and interpersonal justice behaviors on regulatory resources. *Journal of Applied Psychology*, 99(4), 635
7. Lee, & Rhee (2023) Effects of Organizational Justice on Employee Satisfaction: Integrating the Exchange and the Value-Based Perspectives. *Sustainability* 2023, 15, 5993. <https://doi.org/10.3390/su15075993>
8. Moon, K. (2017). Fairness at the organizational level: Examining the effect of organizational justice climate on collective turnover rates and organizational performance. *Public Personnel Management*, 46(2), 118–143. <https://doi.org/10.1177/0091026017702610>
9. Moorman, R. H. (1991). Relationship between organizational justice and organizational citizenship behaviors: do fairness perceptions influence employee citizenship?. *Journal of Applied Psychology*, 76(6), 845.
10. Nazim, A., & Shahid, J. (2012). Relationship between organizational justice and organizational commitment and turnover intentions amongst medical representatives of pharmaceuticals companies of Pakistan. *Journal of Management Sciences*, 6(2), 201 -212.
11. Obiyo B.C. (2023) Organisational Justice and Employees Affective Commitment: A Perceptual Survey of Police Officers in South-South Nigeria, *European Journal of Business and Innovation Research*, Vol.11, No.8, pp.,76-86
12. Omale S.A, Oyenuga M.O & Oriaku C. (2021). Effect of Organizational Culture on the Performance of Hospitality Industry in Covid-19 Era *Abhigyan Management Journal* Vol 39(3) pg 24-32. <https://doi.org/10.56401/abhigyan/39.3.2021.24-32>
13. Omobola O. A. (2022) the Influence of Organizational Justice on the Organizational Commitment of Personnel in South-West Nigerian Public University Libraries. *University of Dar es Salaam Library Journal* Vol 17, No 1 (2022), pp 54-71 ISSN: 0856-1818.
14. Oyetunde T.O., Oyenuga M.O., & Adoga G.J (2023). Green Management Practices and Organisational Efficiency in Higher Institutions. *Budapest International Research and Critics in Linguistics and Education (BirLE) Journal* 6(3), 276-290 <https://bircu-journal.com/index.php/birle/article/view/7716>

15. Park, Y., Song, J. H., & Lim, D. H. (2016). Organizational justice and work engagement: the mediating effect of self-leadership. *Leadership and Organization Development Journal*, 37(6), 711-729.
16. Poole, W. L. (2007). Organizational justice as a framework for understanding union-management relations in education. *Canadian Journal of Education*, 30(3), 725-748.
17. Rai, S. (2015). Organizational justice and employee mental health's moderating roles in organizational identification. *South Asian Journal of Global Business Research*, 4(1), 68-84.
18. Shah, N., Anwar, S., & Irani, Z. (2016). The impact of organisational justice on ethical behaviour. *International Journal of Business Innovation and Research*. 12(2): 240-258.
19. Suifan, T. S., Diab, H., & Abdallah, A. B. (2017). Does organizational justice affect turnover-intention in a developing country? The mediating role of job satisfaction and organizational commitment. *Journal of Management Development*, 36(9), 1137-1148.
20. Swalhi, A., Zgoulli, S., & Hofaidhlaoui, M. (2017). The influence of organizational justice on job performance: The mediating effect of affective commitment. *Journal of Management Development*, 36(4), 542-559.
21. Tolukan, E., & Akyel, Y. (2019). Research on the relationship between trainers' turnover intention and organizational justice. *International Journal of Higher Education*, 8(1), 181-192.
22. Trinkner, R., Tyler, T. R., & Goff, P. A. (2016). Justice from within: The relations between a procedurally just organizational climate and police organizational efficiency, endorsement of democratic policing, and officer well-being. *Psychology, Public Policy, and Law*, 22(2), 1-41.
23. Ugwu, F. O., Onyishi, I. E., & Rodríguez-Sánchez, A. M. (2014). Linking organizational trust with employee engagement: The role of psychological empowerment. *Personnel Review*, 43(3), 377-400



© 2026 by the authors. Submitted for possible open access publication under the terms and conditions of the Creative Commons Attribution (CC BY) license (<https://creativecommons.org/licenses/by-nc-sa/4.0/>).