

**The Effect of Organization Justice and Organization
Commitment on Intention to Leave**

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ABSTRACT

The objective of this research is to examine the effect of organization justice and organization commitment on intention to leave of Nigerian employees. The study used the questionnaire survey research design methods. The population of this research consists of employees working in the banking industry in Edo state. Using a sample size of 200, data were collected using the questionnaire and analyzed using descriptive and inferential statistics. Descriptive statistics were carried out using percentages while regression analyses were used as the inferential methods. The research findings show that there is a significant relationship between the organizational justice (procedural justice and distributive justice), organizational commitment and intention to leave. This implies that both procedural and distributive justice perceptions and organizational commitment were significant contributors in explaining employee intention to leave the organization. The study recommends that management of organizations should develop programs that bring about organizational commitment of employees in order to reduce employees' intention to leave the organization.

KEYWORDS: Organizational Justice, Organizational Commitment, Intention to Leave, procedural justice, and distributive justice.

Introduction

Staff retention is one of the greatest human resource challenges faced by organizations today. The degree of fair treatment relative to others that employees received have been postulated to influence their motivation and performance which may include their intention to stay or leave the organization (Hassan2002). High employee turnover adversely affects organizations. The costs of high staff turnover is substantial as it involve not only the direct financial costs of replacing staff but also other repercussions such as the potential loss of key skills, knowledge and experience, disruption to operations and the negative effect on workforce morale. In addition, high turnover represents a considerable burden both on human resource and line managers as they are constantly recruiting and training new staff.

Human resource practices enhance organizational commitment by raising employees' commitments to their institutions and performances, which is of great importance especially in knowledge intensive production of goods and services(Kwon, Bar, and Lawler, 2010). To appreciate organizational justice is vital for organizations because organizational justice is important for employees' job satisfaction, organizational commitment, and intention to quit. (Azeez, Jayeoba, andAdeoye,2016)

The state involving separation from qualified and experienced employee who serves in areas requiring advanced and high cost training brings out various charges like training cost for companies. Employee's leaving of employment is among the issues on which organizations put emphasis. For this reason, it is crucial to prevent employees that organizations make investment to a large extent and can lead material and moral loss from leaving. Rusbelt, Farrell, Rogers, Mainous, (1988), describes the intention of employees to leave employment as active and destructive actions which reveal in the cases of not being satisfied with working conditions of organization in which employees are employed within changes. In addition to these, Yildirim, Acar, Bayraktar and Akova (2015) describe the intention to leave

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paid employment as a cognitive process has been divided into three parts: thinking, planning, and wanting to leave. They believe that highly committed employees are willing to contribute their extra effort to achieve the organizational vision and goals. Thus, it is important to identify the factors that could enhance employees' organizational commitment, which includes increasing employees' dedication to the profession, commitment to the organization matters in terms of increasing employee performance and customer satisfaction and decreasing employee turnover rate in business too. Therefore this study, seek to find out the relationship between organizational justices on commitment to the organization and it impacts on the intentions of employee to leave the organization.

Statement of the Research Problem

Previous studies on organizational justice (Folger and Konovsky, 1989; Najafi, Noruzy, Azar, Nazari-Shirkouhi, and Dalvand, 2011; Zeinabadi and Salehi, 2011; Usmani and Jamal, 2013) have identified two major types of justice perceptions: distributive justice, which refers to fairness perception of outcomes; and procedural justice, which refers to the fairness perception of procedures used to decide the outcome allocation. Although much research relates these two types of justice perceptions to organizational commitment (Malik, and Naeem, 2011; Lambert, Hogan, and Griffin, 2007) only a few studies (Loi, Hang-yue, & Foley, 2016; Hassan, 2002) have explored their effects on intention to leave. Hence, the underlying processes through which organizational justice leads to employee turnover remain largely unknown. To fill the gap in research, this study develops a model to explain the concurrent effects of distributive justice and procedural justice on organizational commitment and intention to leave.

Research Questions

1. What is the relationship between distributive justice and employees' intention to leave?
2. What is the relationship between procedural justices and employees' intention to leave?
3. Do employee's organizational commitments affect their intention to leave the organization?
4. What extent does distributive justice along with organizational commitment affect employees 'intention to leave?
5. To what extent does procedural justice along with organizational commitment affect employees 'intention to leave?
6. Is the perceived organizational justice (distributive justice and procedural justice) significantly related to employees' intention to leave the organization?
7. To what extent do distributive justice, procedural justice and organizational commitment significantly affect employees 'intention to leave

Research Objectives

1. To determine the relationship between distributive justice and employees intention to leave
2. To ascertain the relationship between procedural justices and employees intention to leave
3. To find out the relationship between organizational commitments and employees intention to leave
4. To examine the relationship between distributive justice along with organizational commitment and employees intention to leave
5. To determine the relationship between procedural justice along with organizational commitment and employees intention to leave
6. To look out the relationship between organizational justice (distributive justice and procedural justice) and employees intention to leave
7. To explain the relationship between distributive justice, procedural justice and organizational commitment and employees intention to leave.

Significance of the Study

This study will aid managers in proper handling of with commitment related issues in organization. The result of the study would contribute to literature in terms of revealing the relationship between the variables, their dedication to the profession, commitment to the organization and leave of employment intentions in accommodation business. Also, this study will help researchers to investigate how organizational justice affects employee advancement choices and organizational commitment, and how

dissatisfied employees see the relationship between advancement choices and intent to leave the organization.

Scope of the Study

Flowing from the research questions, the scope of this study focuses on four main constructs: distributive justice, procedural justice, organizational commitment and turnover intention of employees in the Nigeria banking industry. The study seeks to clarify the links between organizational justice and organizational commitment as well as the links between organizational justice and employees' turnover intention. Besides, the study also examines the impact of perceived organizational justice by employees on their organizational commitment and turnover intention.

Conceptual Framework

Intention to leave is when an employee desire to cease voluntarily from work or move from one workplace to another workplace. Mobley (1982) believes that intention to leave is employee's intention to leave his/her job voluntarily or move from one workplace to another workplace according to his/her own choice. Employees who left company leaves large cost and incurred large losses for their host organization as experts who may also move specific knowledge to a competitor.

Distributive Justice is when there is a congruency of actual and expected outcomes. People mostly expect on the basis of their experience, effort and ability. Adams(1965)took the social exchange approach, in which he mentioned that mostly individuals are seek towards distributive justice, because they think fairness will be favorable to their outcomes. Distributive justice is linked with the outcomes an individual receives in literature distributive justice was taken in concern to pay injustices.

Procedural Justice is about the perceived fairness of the means that leads to determine the outcomes, as it shows the concerns about consistency, impartiality rationality and employee participation. Cropanzano (1997); Folger and Konovsky (1989); and Greenberg (1990) conclude that procedural justice and distributive justices are linked to employee work related behaviors and attitudes. The development of procedural justice theory came into existence when (Thibaut, 1975) research on different disputes and individuals reactions towards them, in this judgments was concerned with means by which decisions are made. In this perspective of procedural justice, researchers offered different operationalization typologies (Thibaut, 1975). In this fairness of decisions making practices and policies was the main concern for the individuals.

Organizational Commitment is willingness to exert extra effort for organization benefit, and a strong desire to maintain membership in organization (Mowday, Steers & Porter, 1979). Commitment will reduce employee turnover (James and Duane, 2011; Ramesh, Ramendran and Yacob, 2012). These literatures suggest that strongly committed employees are those who are least likely to leave the organization.

Review of Empirical Studies

Nazim, Ali and Shahid (2012) investigated the relationship between organizational justice, organizational commitment and turnover intention. Data were collected from 223 medical representatives of pharmaceutical companies of Pakistan. Statistical Package for Social Sciences (SPSS) was used for finding out the relationship between organizational justice, organizational commitment and turnover intention. The results indicated that both distributive justice perception and procedural justice perception had a significant relationship with organizational commitment and turnover intentions amongst medical representatives of pharmaceuticals companies operating in Pakistan.

Rafei-Dehkordi, Mohammadi and Yektayar (2013) examined the relationship between organizational justice and its relation with organizational commitment of the staff in Directorate of Youth and Sport of ChaharMahalvaBakhtiari. 150 staff employed in the Office of Youth and Sports in ChaharMahalvaBakhtiari were selected as sample. To collect data, questionnaire of organizational justice (Nihoof and Moorman 1993) and organizational commitment questionnaire (Allen and Meyer, 1991) were used. Results indicated that all of the components of the organizational justice distributive justice, procedural justice and interactional justice effect organizational commitment and there is direct and significant relationship between organizational justice and its dimensions with organizational commitment.

Sani and Soetjipto (2016) believes that employees' organizational commitment is a pivotal aspect in determining the success of banking reform and banking effectiveness and that highly committed employees are willing to contribute their extra effort to achieve banking vision and goals. Thus, it is important to identify the factors that could enhance employees' organizational commitment. Their study seek to analyzed the role of organizational commitment in mediating effects of job satisfaction on intention to leave, and to identify the function of organizational justice to produce organizational outcomes and it was conducted at Bank Syariah Mandiri in Malang. There explanatory research was conducted with questionnaire as a tool for data collection with 225 employees of the Bank population. The samples of 72 full time employees were selected by proportional random sampling were used. Generalized Structured Component Analysis (GSCA) is used to analyze data. Their findings revealed that procedural justice does not affect job satisfaction, but gives direct effect on organizational commitment. Interactional justice directly affects satisfaction and organizational commitment. Job satisfaction directly affects organizational commitment. Job satisfaction affects intention to leave, and organizational commitment directly gives negative effect on intention to leave. These findings enlightened that organizational commitment partially mediates effect of job satisfaction on intention to leave.

Jawad, Raja, Abraiz, and Tabassum (2012). They seek to explore the moderating role of organizational justice in organizational commitment; with the main focus was to see the effect of employee work attitudes on this relationship. There research study was a great contribution in thee education sector, where it is really difficult to have committed workforce, this study is an attempt to measure that how much work attitudes moderate the effect of organizational justice on organizational commitment. Their findings show positive and strong correlation among the model variables. That is a clear identification of the fact that perceived fairness in distributive, procedural and interactional justice's leads towards high level of commitment. Positive work attitudes are taken as highly effective towards the organizational commitment.

Loi, Hang-yue, and Foley (2016) examined the relationships among employees' justice perceptions, perceived organizational support (POS), organizational commitment and intention to leave. A hypothesized model was developed and tested using hierarchical regression analyses on a sample of 514 practicing solicitors in Hong Kong. The results showed that both procedural and distributive justice contributed to the development of POS, and POS mediated their effects on organizational commitment and intention to leave. As expected, organizational commitment was negatively related to intention to leave. Additional analyses revealed that these relationships held for both partners and non-partners in law firms.

This review proposed generally to recognize and apply various factors for increasing organizational justice in order to reduce intention to leave among employees. This in the long run would considerably increase the output of employees.

Methodology

The methodology of this study consists of companies in the banking industry. The population was all permanent employees excluding the leadership element of the organizations under study, who has worked more than 1 year with amount of 255 employees. Most of the respondents were employees working in organizations in the Benin area since these organizations represented most of the industries in Nigeria. The samples selected for this research were based on convenience sampling. The study targeted 200 employees who have a supervisor. The researcher used an online questionnaire method and respondents were sent the questionnaire through their email and other social media (whatsapp message, facebook, twitter) with the link to access the questionnaire. 200 questionnaires were successfully completed online.

Reliability Measurement

This study used the Cronbach alpha formula to test for the reliability of all constructs, procedural justice, distributive justice, organizational commitment and turnover intention. The final output of the reliability test is shown in Table 1 below.

Table 1:Reliability coefficients.

Construct	Cronbach's Alpha	No. of Items
Distributive justice	0.8220	5
Procedural justice	0.9366	10
Organizational commitment	0.9387	10
Intention to Leave	0.9336	5

* Acceptable significance Cronbach’s alpha is more than 0.5

As illustrated in Table 1, the Cronbach’s alpha obtained from this analysis for all the constructs were higher than significance level of 0.5. Therefore, we can conclude that all the constructs used for this study were highly reliable.

We also did not consider dropping any of the items from all four constructs’ since the original Cronbach’s Alpha obtained for every construct is rather high with procedural justice recording 0.9366, distributive justice recorded 0.8220, organizational commitment recorded 0.9387 and turnover intention recorded 0.9336.

Demographic characteristics of responding respondents

Table 2below indicates the demographic characteristics of respondents to the questionnaire. 36% of respondents’ were male while 64% were female and 40% were married while 60% were single. 52% of the respondents were between the ages of 31-40 years while 44% were age between 21 to 30 years. None were above 50 years. Majority of the respondents were newly employed staff as 60% accounted for 1-5 years tenure of service with 4% accounting for those that have spent 16 to 20 years and 12% each accounted for those with the years of experiences of 6-10 years,11-15 years, and those above 21 years respectively. 52% were graduate, while 24% were masters’ degree holders, and 12% each accounted for professionals and secondary school holders.

Descriptive Statistics

	N	Mean	Std. Deviation
My supervisor has fairly rewarded me when I consider the responsibilities I have.	200	0.48	0.12
My supervisor has fairly rewarded me when I take into account the amount of education and training that I have.	200	0.56	0.13
My supervisor has fairly rewarded me when I consider the amount of effort that I have put forth.	200	0.52	0.12
My supervisor has fairly rewarded me when I consider the stresses and strains of my job.	200	0.60	0.12
My supervisor has fairly rewarded me when I consider the work that I have done well.	200	0.52	0.12
Distributive Justice	Average	0.54	0.12
Job decisions are made by my supervisor in an unbiased manner.	200	0.40	0.12
My supervisor makes sure that all employee concerns are heard before job decisions are made.	200	0.52	0.12
To make job decisions, my supervisor collects accurate and complete information.	200	0.44	0.09
My supervisor clarifies decisions and provides additional information when requested by employees.	200	0.32	0.06
Employees are allowed to challenge or appeal job decisions made by my supervisor.	200	0.60	0.14

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When decisions are made about my job, my supervisor treats me with respect and dignity.	200	0.40	0.08
When decisions are made about my job, my supervisor is sensitive to my personal needs.	200	0.56	0.11
When decisions are made about my job, my supervisor shows concern for my rights as an employee.	200	0.24	0.05
Concerning decisions about my job, my supervisor discusses the implications of the decisions with me.	200	0.48	0.10
My supervisor offers adequate justification for decisions made about my job.	200	0.44	0.10
Procedural Justice	Average	0.44	0.10
I talk up this organization to my friends as a great organization to work for.	200	0.56	0.12
I would accept almost any type of job assignment in order to keep working for this organization	200	0.56	0.14
I am willing to put in a great deal of effort beyond that normally expected in order to help this organization be successful	200	0.44	0.09
I find that my values and the organization's values are very similar.	200	0.56	0.12
I am proud to tell others that I am part of this organization.	200	0.56	0.12
I would be very happy to spend the rest of my career within this organization	200	0.64	0.16
This organization really inspires the very best in me in the way of job performance.	200	0.60	0.14
I am extremely glad that I chose this organization to work for, over others I was considering at the time I joined.	200	0.52	0.10
I really care about the fate of this organization.	200	0.52	0.15
For me this is the best of all possible organizations for which to work.	200	0.64	0.16
Organizational Commitment	Average	0.56	0.13
It is very likely that I will actively look for a new job in the next year.	200	0.76	0.14
I will leave this organization in the next year.	200	0.80	0.16
I often think about quitting current job	200	0.56	0.12
Even if the this organization would offer me a raise after tendering my resignation, I will leave	200	0.76	0.18
Leave as soon as can find a better job	200	0.56	0.12
Intention to Leave	Average	0.69	0.14

Source: Field Survey, 2017.

The table above reviews the mean and standard deviation of each question answers. From the table, the threshold is that since the lowest mean value is 0.24 and the highest mean is 0.80, then the average value is 0.52. Hence, the mean values are greater than most of the questions asked, this shows that the researchers agree to the responses given by the respondents.

Regression Analysis

Apart from the descriptive statistics carried out, the researchers also performed a regression analysis on the data to determine the relationship between distributive justice, procedural justice and organizational commitment on employees intention to leave holding the correlation coefficient (r) value at between plus and minus one (-1.00 and +1.0). The study used the significance level of alpha = .05 (95%), Degrees of freedom (df) of 7, and two-tailed test. The regression analysis results is presented using regression model summary tables, analysis of variance (ANOVA) table and beta coefficient tables.

Model Summary

Table 3 show that the coefficient of determination is 0.910; therefore, about 91% of the variation in the employee intention to leave is explained distributive justice, procedural justice, organizational commitment, distributive justice and organizational commitment, procedural justice and organizational commitment, distributive justice procedural justice and organizational commitment. The regression equation appears to be very useful for making predictions since the value of R² is close to 1.

Table 3 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.954 ^a	.910	.907	.40179

Source: Research Data, (2017)

b. Dependent Variable: Intention to Leave

Analysis of Variance

Table 4 below presents the results of the Analysis of Variance (ANOVA). The results below show a significant value of 0.000 which is lower than 0.05 meaning that there is a statistically significance relationship between the variables identified and intention to leave.

Table 4: ANOVA

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	315.224	7	45.032	278.942	.000 ^a
	Residual	30.996	192	.161		
	Total	346.220	199			

Source: Research Data, (2017)

b. Dependent Variable: Intention to Leave

a. Predictors: (Constant), Distributive justice, Procedural justice, Organizational commitment, Procedural justice distributive justice and organizational commitment, Distributive justice and procedural justice, Procedural justice and organizational commitment, Distributive justice and organizational commitment.

Coefficients

Table 5 shows the coefficients of individual variables obtained by this analysis and also indicates whether individual variables have a significant relationship to the dependent variable (intention to leave). This demonstrates that the most the variables identified significantly influenced employees' intention to leave.

Table 5: Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	-.339	.086		-3.926	.000
Distributive Justice	.328	.117	.304	2.802	.006
Procedural Justice	.380	.088	.382	4.347	.000
Organizational Commitment	.507	.102	.517	4.970	.000
Distributive justice and organizational commitment	-.053	.146	-.052	-.366	.715
Procedural justice and organizational commitment	.082	.133	.085	.618	.537
Distributive justice and procedural justice	-.045	.140	-.043	-.320	.750
Distributive procedural and organizational commitment	-.222	.167	-.220	-1.333	.184

Source: Research Data, (2017)

a. Dependent Variable: Intention to leave

Using the values of the coefficients (β) from the regression coefficient table 5, the established regression equation takes the form of:

$$\text{Intention to leave (Y)} = -0.339 + 0.328X^1 + 0.380X^2 + 0.507X^3 - 0.053X^4 + 0.082X^5 - 0.045X^6 - 0.222X^7$$

Therefore table 5 above shows that distributive justice, procedural justice, organizational commitment, procedural justice and organizational commitment, have positive coefficients, implying that these independent variables positively predict employees intention to leave. Therefore taking all independent variables constant at zero (0); employees intention to leave will be at -0.339.

The results of the study further indicate that p-value of = (0.006, 0.000, 0.000) for distributive justice, procedural justice, organizational commitment respectively are smaller than the significance level of 0.05. This shows that there is a significant relationship between Procedural justice distributive justice and organizational commitment, Distributive justice and procedural justice, Procedural justice and organizational commitment, Distributive justice and organizational commitment

The results also shows that any unit increase in distributive justice, procedural justice, organizational commitment, procedural justice and organizational commitment by 0.328, 0.380, 0.507, and 0.082 respectively to change in employee intention to leave while a decrease in Procedural justice distributive justice and organizational commitment, Distributive justice and procedural justice, Distributive justice and organizational commitment by 0.053, 0.045, and 0.222 respectively to change in employee intention to leave. We also gathered that intention to leave has a negative sign hence can easily change as a result of change any slight increase or decrease in the variables identified.

Summary

The results show that there is a significant, strong and positive relationship between organizational justice (procedural justice and distributive justice), organizational commitment and intention to leave. Therefore, when employees' perceptions of procedural and distributive justice were high, their organizational commitment was also high and their intention to leave decrease. Employees will be more committed to their present employer if they perceived higher fairness in the organization and will intends to stay for a long time with the organization.

The results also show that procedural justice plays a more important role than distributive justice in influencing employees' intention to leave. This is because procedural justice accounted for 38% of the variance while distributive justice accounted for closely 32.8% of the variance and intention to leave, organizational commitment accounted for closely 50.7% of the variance and intention to leave. This result is in line with the findings of previous research by McFarlin and Sweeney (1993), they also found that procedural justice is a better predictor of intention to leave when compared with distributive justice.

Procedural justice accounted for 38% of the variance while distributive justice accounted for 32.8% of the variance in intention to leave. This means that procedural justice plays a more important role in explaining employees' turnover intention in comparison to distributive justice.

Another possible explanation for this finding is that procedural justice is a better predictor for turnover intention as compared to distributive justice. This is because more than half of the respondents (60%) have spent less than 5years in the job. In Nigeria, employees at this job level may not have sufficient insight into the decision making process used to allocate rewards, they have less opportunities to observe distributive justice in action. What they are more exposed to is the method of obtaining rewards they seems to wants to impress their supervisor. This leaves them to use any methods as a way of obtaining favouritism from their boss and further deciding whether to leave the organization if they fall out of favour from their supervisor.

Conclusion

Arising from the findings of this study, one major conclusion that could be drawn is that both procedural and distributive justice were positively related to organizational commitment but procedural justice plays a more significant role in this relationship and both procedural and distributive justice were negatively related to turnover intention but distributive justice plays a more significant role in this relationship. Previous researches like Folger and Konovsky (1989), McFarlin and Sweeney (1993), Ponnu and Chuah (2010) reported that as compared to distributive justice, procedural justice, and organizational commitment is a significant predictor of intention to leave. These show that the findings of the present research were supported by previous research.

Recommendation

Based on the findings of the study, the following recommendations were suggested to improve employees' commitment and their perceived justice system in the organization in order decreases their intention to leave of employment:

1. Management should consider all the employees' needs and should pay attention to the factors which might reduce the motivations of the employees. Thus, the commitments of the employees' to their organization and profession may increase.

2. Justice processes play important roles in the organizations and affect the quality of behaviour with people in the organizations, their attitudes and commitments to the organization. Also regarding the cases that illustrate the importance of organizational justice and organizational commitment, it is suggested that managers gain more awareness about the variables of organizational justice and organizational commitment.

3. Furthermore, due to the dependence of the efficiency and effectiveness of the organization on the efficiency and effectiveness of the workforce, especially managers, it is suggested that the effort to increase fairness, commitment and satisfaction among the workforce be placed among the main tasks of organization. It is suggested that fairness especially in management practices (distribution of rewards, relations, support, advancement and employment) in contact with the staff which is very important for them, would increase organizational commitment and job satisfaction and would prevent low employee morale, and lack of motivation to try and work.

Suggestions for Further Studies

Future research should be carried out to support the current research finding that perceived distributive justice is more important than perceived procedural justice when explaining turnover intention. In order to cover the whole population of Nigeria, data should be gathered from a larger sample with different age groups, job level and industries so as to get a better representation of the analysis, employees located in various parts of the country should be included in the sample size as well.

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