

PROCEDURAL JUSTICE AND EMPLOYEE OUTCOMES IN COMMERCIAL BANKS IN SOUTH-SOUTH, NIGERIA

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ABSTRACT

This study investigated the relationship between procedural justice and employee outcomes in commercial banks in South-South, Nigeria. The study adopted the cross-sectional survey in its investigation of the variables. Primary of data was generated through the use of structured questionnaire. The population of this study was the 324 employees from the State head offices of the 23 registered commercial banks in the South-South of Nigeria (Cross-River, Delta, Bayelsa, Edo, Rivers, and Akwa Ibom State) and a sample size of 175 was determined using the Krejcie and Morgan (1970) sample size determination table. The research instrument was validated by experts' vetting and approval while the reliability of the instrument was achieved by the use of the Cronbach Alpha coefficient with all the items scoring above 0.70. The hypotheses were tested using the Spearman's Rank Order Correlation Statistics while the partial correlation was used to test the moderating effect of organizational culture. The tests were carried out at a 0.05 significance level. Findings from the study revealed that there is a significant relationship between procedural justice and employee outcomes in commercial banks in South-South, Nigeria. The study therefore recommends that HR managers and business leaders in commercial banks should increase the awareness of the employees on the principles of procedural justice, to encourage adherence to them and to indicate their importance in job performance by creating systems and methods that ensure commitment to justice by raising the ability of leaders to build new policies and visions, which will promote the work of institutions.

Keywords: Procedural justice, employee outcomes, commitment, satisfaction, intention to stay

INTRODUCTION

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

Employee outcomes consist of attitudinal outcomes (such as commitment, job satisfaction and intention to leave) and behavioural outcomes (such as effort, motivation, cooperation and organizational citizenship). The foregoing therefore shows that the relationship that exists between the functional groups determines an entity's viability and endurance. Hence, employees' views of oppression can weaken their confidence and willingness to do excellent work. In addition, a study has however argued that inequity in the allocation of a company's capital and assets decreases morale and productivity of an employee as regards to his efficiency (Rivai, Reza & Lukito, 2019). It is of utmost value to understand how acts based on justice affect different facets of a professional work experience in the development of a fair organizational conduct and the creation of a justice among the workers.

The progress of all organizations depends on organizational justice. To maintain workers' happiness, dedication and commitment to the company, the organization's operation in terms of justice system to their workers need to be without any preferential treatment. When workers believe that the company treats them equally in every way, they tend to have a more optimistic attitude and behaviours, such as job satisfaction,

commitment, loyalty as well as putting in more efforts to achieve the goal of the organization. Things such as monetary distribution, recruitment of staff in organizations, policymaking and the consequences of policy making on the decision maker to both the management and the workers need consideration with regard to judicial matters. (Orishade and Bello, 2019).

Recently, scholars in business management have turned their attention from an individual approach toward organizational justice to a shared perception of justice at the organizational level. Admittedly, justice research conducted at the individual level has contributed significantly to theoretical development by explaining how individuals make judgments and how such perceptions of justice lead to outcomes in the workplace (Liao & Rupp, 2020). However, an individualistic approach may fail to take into account the social context in which perceptions of fairness form and result in higher-level outcomes (Naumann & Bennett, 2020). Individuals do not exist in a vacuum, instead, others within their work group continuously affect their perceptions (Li & Cropanzano, 2019). This is a particularly interesting line of inquiry that examines how social experiences and interactions within units lead to unit-level cognitions of organizational justice. As a departure from previous studies, this study aims to examine the relationship between procedural justice and employee outcomes in commercial banks in South-South, Nigeria. The specific objectives of the study include to:

- i. Investigate the relationship between procedural justice and employee outcome in commercial banks in South-South, Nigeria.
- ii. Investigate the relationship between procedural justice and employee outcomes in commercial banks in South-South, Nigeria.
- iii. Investigate the relationship between procedural justice and employee outcomes in commercial banks in South-South, Nigeria

Conceptual Framework

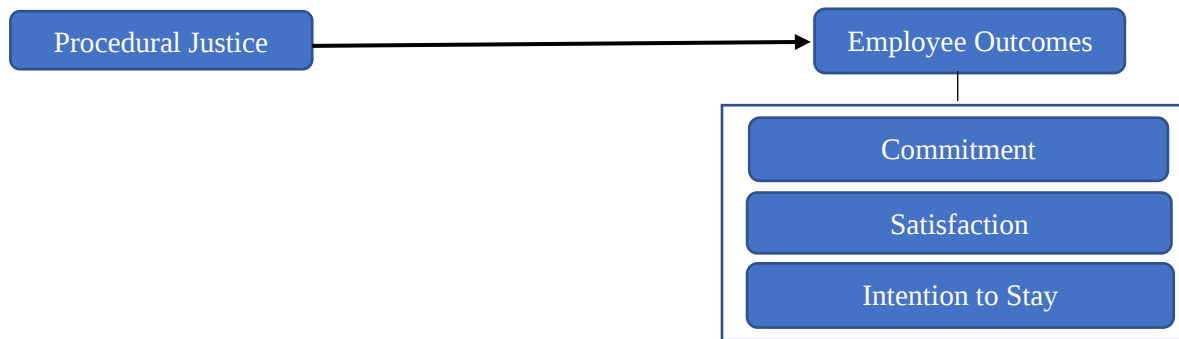


Figure 1: Procedural justice and employee outcomes

Source: Desk Research (2024)

The following research questions were put up in line with addressing the relationship between ethnic affinity and employee productivity in public universities in south-south, Nigeria. These are stated as follows:

- i. What is the relationship between procedural justice and employee outcome in commercial banks in South-South, Nigeria?
- ii. What is the relationship between procedural justice and in commercial banks in South-South, Nigeria?
- iii. What is the relationship between procedural justice and in commercial banks in South-South, Nigeria?

LITERATURE REVIEW

Theoretical Framework

Reactive Content Theories

The theory of reactive content is a philosophical judicial approach that concentrates on how people respond to unequal treatment. This group of justice theory is likely more familiar to organizational scientists, since the most common concepts of justice in organizations fall into this group. Theory of distributive justice and fairness or equity theory are two of these theories. Despite some discrepancies in the particulars of their

formulation, these theories both clearly state that people will react to unequal treatments by expressing such negative feelings, which they will be inspired to avoid by acting to correct the perceived inequity. This characteristic distinguishes the theories as responsive content theories: They are interested in how people respond to unequal compensation and wealth distributions.

These strategies to justice were constructed as "equal and fair," or "distributively just," relations in which the proportion of a person's commitments and results was equal. They were based on the tradition of fairness theories prevalent in the 1950s and 1960s. (Greenberg, 2022). Unequal pay disparities, such as those that occurred when employees were overpaid or underpaid in comparison to another employee who contributed equally, were thought to be detrimental, causing shifts in employee satisfaction and/or efficiency. Adams' (1965) principle of inequity, which influenced much of the justice-related studies in organizational environments, stated that overpaid employees would feel "ashamed," whereas low paid workers would feel "upset. "These negative states were supposed to inspire behavioural and / or attitude changes by the employees who changed the association between themselves and their performance and results, whether behavioural or perceptual (Greenberg, 2022).

Conceptual Review

Concept of Procedural Justice

The first primary category of organizational justice is procedural justice, which is defined as an individuals' perception of the procedural components of the social system that regulate the allocative process (Leventhal, 2019). In other words, the existence of procedural justice, which is one of the sub-dimensions of organizational justice, can be understood by investigating how justice works in the decision-making processes that affect employee relationships with the organizations and each other (Korgaard and Sapienza, 2022). In organizational justice research, the focus on distributive justice moved to procedural justice between the mid-1970s and mid-2020s (Colquitt et al., 2015).

Procedural justice refers to individuals' perceptions of the equity in organizational policies and practices, processes, strategies, and mechanisms used in assessing productivity. Procedural justice is usually judged on whether organizations avoid bias in decision-making, correct mistakes ethically, timely inform employees before decisions that affect them are executed, whether rules and regulations are applied equally to all employees, and whether there are the same opportunities for all members in the organizational redress system. When employees believe their employers provide them with quality assistance, reward enhanced commitment, and provide them with equal knowledge on how results are measured, they experience fairness in the interactional nature of the work.

In the organizational context, procedural justice is considered an important resource in social exchange (Loi et al., 2019). This justice refers to the perceived fairness of the means used to determine the number of benefits (Folger & Konovsky 2019). It is the fairness of the procedures used to determine the outcomes that will be received by employees (Mooreman, 2021). Whereas Korsgaard and Roberson (2020), defined procedural justice as the perceived fairness of the procedures used to make allocation decisions. It is independently related to attitudes towards the decision and the organization. According to Fernandes and Awamleh (2019), these procedures should be consistent, bias free and take into account the concerns of all parties and be morally acceptable. Here, employee concern about whether the decision process is fair and the process used to determine the outcome is just. It is mainly concerned with the fairness of the means that an organization uses to determine outcomes.

Concept of Employee Outcomes

Employee outcomes consist of attitudinal outcomes (such as commitment, job satisfaction and intention to leave) and behavioural outcomes such as effort, motivation, cooperation and organizational citizenship. Employee outcomes showed from their commitment as the way employees view the organization as belonging to them and their perception regarding to what extent to which they see themselves as an integral part of the organization. Employee's perception of their relationship with the organization may determine

their level of dedication and willingness to expend more efforts in achieving organizational objectives. Employee Outcomes as the identification of employee to, and with his/her organization. This implies that Employee Outcomes is an employee's attachment to a particular organization as a result the organizations structure of policies, ideologies, reputation or credibility. Princy and Rebeka (2019) see Employee Outcomes as a strong-point stemming from experiences within an organization that tends to retain behavioural move of employees to devote more individual inputs in organizational processes towards organizational performance.

Commitment

Commitment (AC) is defined as the employee's positive emotional attachment to the organization. Meyer and Allen (2020), pegged AC as the "desire" component of organizational commitment. An employee who is committed strongly identifies with the goals of the organization and desires to remain a part of the organization. This employee commits to the organization because he/she "wants to". This commitment can be influenced by many different demographic characteristics: age, tenure, sex, and education but these influences are neither strong nor consistent. The problem with these characteristics is that while they can be seen, they cannot be clearly defined. Meyer & Allen gave this example that "positive relationships between tenure and commitment maybe due to tenure-related differences in job status and quality" In developing this concept, Meyer and Allen drew largely on Mowday, Porter, & Steers's (2006) concept of commitment, which in turn drew on earlier work by Mercurio (2020) stated that commitment was found to be an enduring, demonstrably indispensable, and central characteristic of organizational commitment. Meyer & Allen (2019) correlates commitment with work experiences where employees experience psychologically comfortable feelings (such as approachable managers), increasing their sense of competence (such as feedback). The development of commitment involves recognizing the organization's worth and internalizing its principles and standards (Beck & Wilson 2020).

Job Satisfaction

Job satisfaction is defined as the extent to which people like (satisfaction) or dislike (dissatisfaction) their jobs (Spector, 2017). This definition suggests job satisfaction is a general or global affective reaction that individuals hold about their job. While researchers most often measure global job satisfaction, (here is also interest in measuring different "facets" or "dimensions" of satisfaction. Examination of these facet conditions are often useful factors. Traditional job satisfaction facets include: co-workers, pay, job conditions, supervision, nature of the work and benefits. Job satisfaction describes how content an individual is with his or her job. The happier people are within their job the more satisfied they are said to be. Job satisfaction is not the same as motivation, although it is clearly linked. Job design aims to enhance job satisfaction and performance: methods include job rotation, job enlargement and job enrichment.

Intention to Stay

Intention is a psychological antecedent for the actual behavior (Ajzen & Fishbein in Shahid, 2018). Individuals' intention to stay or quit, perform or not to perform a behavioral act can be the critical determinant of action. Intention to stay refers to employees' disposition to remain in the organization, and they are aware of their decision after a careful deliberation. Intention to stay mirrors employee's level of tenure of employment relationship with present employer (Johari et al., 2022). Employees staying within their current organizations also demonstrate their interests and needs to be fulfilled by the employers. The high tenure of one employee continuing his or her employment relationship reflects the success of the organization in building strong intention to stay among employees (Chen et al., 2017). Intention to stay refers to a worker's willingness to stay in the present employment relationship with their current employer on long-term basis. It is an inverse concept of turnover intention or intention to quit (Johari et al., 2022).

Empirical Review

Procedural Justice and Employee Outcomes

Gofi, Topino, Palazzeschi and Fabio (2020) studied procedural justice and employee commitment in Nigeria's public sector. The study adopted a survey research method as the research design and the Adams equity model was used as the theoretical framework. The study drew data from sampled size of 780 staff made up of Management and NULGE members in 12 (4 LGAs in each of the 3 senatorial zones) out of the 23 local government Councils in Rivers State. The data that was generated using questionnaire was analyzed using Spearman Rank Correlation Coefficient and the result revealed that there is limited appreciation of the role of procedural justice, and this hampers its efficacy in employee performance in Nigeria's public sector. This results from the narrow view of organizational justice in approach and practice by managers of organizations in the public sector makes has the capacity to improve on their performance. The study concluded that effective justice system application in the organization can enhance performance.

In a study of Arqawi et al. (2018), identify the effect of procedural justice on organizational loyalty from the point of view of Faculty Staff at Palestine Technical University- Kadoorei. It also aimed to identify the differences in the views of the study sample on the study variables according to the years of service. In order to achieve this, the researchers used a questionnaire consisting of (22) Items where the first area (10) Items looking at procedural justice while the Items of these cond area and the number of (12) paragraph in the field of organizational allegiance to Faculty Staff at the university, (105)questionnaires were distributed on the sample of the study, and after the process of distribution of the questionnaire was collected and coded and entered into the computer and processed statistically using the statistical program of social sciences(SPSS). One of the most important findings of the study was that the degree of procedural justice at the heads of departments at Palestine Technical University- Kadoorei, from the point of view of Faculty Staff was between the medium and large, where the average arithmetic (3.65). Respondents also showed a high level of organizational loyalty (3.84). The study also showed a statistically

significant effect at the level of significance ($\alpha = 0.05$) for procedural fairness in achieving organizational loyalty, and the absence of differences attributed to years of experience.

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

HO₁: There is no significant relationship between procedural justice and commitment in commercial banks in South-South, Nigeria.

HO₂: There is no significant relationship between procedural justice and satisfaction in commercial banks in South-South, Nigeria.

HO₃: There is no significant relationship between procedural justice and intention to stay in commercial banks in South-South, Nigeria.

METHODOLOGY

This study as an explanatory study adopted a quasi-experimental (cross-sectional survey) research design suitable for this study. The study population comprised of the 324 employees from the State head offices of the 23 registered commercial banks in the south-south of Nigeria (Cross-River, Delta, Bayelsa, Edo, Rivers, and Akwa Ibom State). In determining the sample size for this study, the researchers adopted the Krejcie and Morgan (1970) sample size determination table to get a sample of 175. A structured close ended

five-point likert scaled questionnaire was used for data generation. The reliability test of the structured questionnaires was ascertained using the intra-rater test instrument-the Cronbach alpha reliability test tool, with the 0.70 benchmark was adopted as base score for the research. For the bivariate analysis, the Spearman Rank Order Correlation tool was employed to test the hypothesized statements. All the statistical analyses were performed using the Statistical Package for Social Sciences (SPSS) version 26.0.; because this version has the ability to transform scaled data into discrete or continued data and vice versa.

DATA ANALYSIS AND RESULTS

Bivariate Analysis

The study adopts a criterion and significance value of 0.05, based on its level of confidence (95%). **Decision rule:** The decision rule which applies for all bivariate test outcomes is stated as follows: where $P < 0.05$, reject hypothesis on the basis or evident of significant relationship; and where $P > 0.05$, accept hypothesis on the basis of insignificant relationship between the variables.

Procedural Justice and the Measures of Employee Outcomes

Table 1 shows the result of correlation matrix obtained for procedural justice and the measures of employee outcomes. Also displayed in the table is the statistical test of significance (p - value), which makes us able to answer our research question and generalize our findings to the study population

Table 1: Correlations for Procedural Justice and the Measures of Employee Outcomes

			Procedural Justice	Commitment	Satisfaction	Intention to stay
Spearman's rho	Procedural Justice	Correlation Coefficient	1.000	.834**	.769**	.724**
		Sig. (2-tailed)		.000	.000	.000
		N	167	167	167	167
	Commitment	Correlation Coefficient	.834**	1.000	.891**	.835**
		Sig. (2-tailed)	.000		.000	.000
		N	167	167	167	167
	Satisfaction	Correlation Coefficient	.769**	.891**	1.000	.854**
		Sig. (2-tailed)	.000	.000		.000
		N	167	167	167	167
	Intention to stay	Correlation Coefficient	.724**	.835**	.854**	1.000
		Sig. (2-tailed)	.000	.000	.000	
		N	167	167	167	167

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

Source: SPSS Output, 2024

RQ 1-3: What is the relationship between procedural justice and employee outcome in commercial banks in South-South, Nigeria?

The correlation coefficient (rho) result in table 1 was used to answer research question 1 which shows the nature and direction of the relationship between the study variables. The result shows a Spearman Rank Order Correlation Coefficient (rho) of 0.834 on the relationship between procedural justice and commitment. This value implies shows a very strong relationship between procedural justice and commitment. The direction of the relationship indicates that the relationship is positive, implying that an increase in the employee commitment of the employees was as a result of the practice of procedural justice. Therefore, there is a very strong positive relationship between procedural justice and employee commitment in commercial banks in South-South, Nigeria.

Secondly, table 1 also shows a Spearman Rank Order Correlation Coefficient (rho) of 0.769 on the relationship between procedural justice and satisfaction. This value implies shows a strong relationship between procedural justice and satisfaction. The direction of the relationship indicates that the relationship is positive, implying that an increase in the employee satisfaction of the employees was as a result of the

practice of procedural justice. Therefore, there is a strong positive relationship between procedural justice and employee satisfaction in commercial banks in South-South, Nigeria.

Finally, table 1 also shows a Spearman Rank Order Correlation Coefficient (ρ) of 0.724 on the relationship between procedural justice and intention to stay. This value implies shows a strong relationship between procedural justice and intention to stay. The direction of the relationship indicates that the relationship is positive, implying that an increase in the employee intention to stay of the employees was as a result of the practice of procedural justice. Therefore, there is a strong positive relationship between procedural justice and employee intention to stay in commercial banks in South-South, Nigeria.

Therefor to enable us accept or reject hypotheses **HO₁**, **HO₂** and **HO₃** as well as generalise our findings to the study population the p- value was used as shown in table 4.19.

HO₁: There is no significant relationship between procedural justice and employee commitment in commercial banks in South-South, Nigeria.

Similarly displayed in the table 1 is the statistical test of significance (p - value), which makes possible the generalization of our findings to the study population. From the result obtain from table 1 the test of significance shows that the relationship between procedural justice and employee commitment in commercial banks in South-South, Nigeria is significant ($p=0.000<0.05$). Therefore, based on observed findings the null hypothesis earlier stated is hereby rejected and the alternate upheld. Thus, there is a significant relationship between procedural justice and employee commitment in commercial banks in South-South, Nigeria.

HO₂: There is no significant relationship between procedural justice and employee satisfaction in commercial banks in South-South, Nigeria.

Similarly displayed in the table 1 is the statistical test of significance (p - value), which makes possible the generalization of our findings to the study population. From the result obtain from table 1, the test of

significance shows that the relationship between procedural justice and employee satisfaction in commercial banks in South-South, Nigeria is significant ($p=0.000<0.05$). Therefore, based on observed findings the null hypothesis earlier stated is hereby rejected and the alternate upheld. Thus, there is a significant relationship between procedural justice and employee satisfaction in commercial banks in South-South, Nigeria.

HO₃: There is no significant relationship between procedural justice and employee intention to stay in commercial banks in South-South, Nigeria.

Similarly displayed in the table 1 is the statistical test of significance (p - value), which makes possible the generalization of our findings to the study population. From the result obtain from table 1, the test of significance shows that the relationship between procedural justice and employee intention to stay in commercial banks in South-South, Nigeria is significant ($p=0.000<0.05$). Therefore, based on observed findings the null hypothesis earlier stated is hereby rejected and the alternate upheld. Thus, there is a significant relationship between procedural justice and employee intention to stay in commercial banks in South-South, Nigeria.

DISCUSSION OF FINDINGS

Procedural justice is considered an important resource in social exchange (Loi et al., 2019). This justice refers to the perceived fairness of the means used to determine the number of benefits (Folger & Konovsky 2019). It is the fairness of the procedures used to determine the outcomes that will be received by employees (Mooreman, 2021). Procedural justice is usually judged on whether organizations avoid bias in decision-making, correct mistakes ethically, timely inform employees before decisions that affect them are executed, whether rules and regulations are applied equally to all employees, and whether there are the same opportunities for all members in the organizational redress system. When employees believe their employers provide them with quality assistance, reward enhanced commitment, and provide them with

equal knowledge on how results are measured, they experience fairness in the interactional nature of the work.

According to Suliman (2017), perceptions of procedural justice have consistently been shown to affect variety of outcomes variables. Tyler and Belliveau (2015) argue that fair procedures tend to inspire feelings of loyalty to one's team or group, legitimize the authority of leaders and help to ensure voluntary compliance with the rules. In general, procedural justice in organizational decision-making has been shown to have positive impact on a variety of employees' decisions and some emotional and behaviour reactions. These consequences of procedural justice include variables such as organizational commitment, job involvement, trust, satisfactions, compliance with decision and performance. The findings corroborate the views of Suliman (2017), perceptions of procedural justice have consistently been shown to affect variety of outcomes variables. Tyler and Belliveau (2015) argue that fair procedures tend to inspire feelings of loyalty to one's team or group, legitimize the authority of leaders and help to ensure voluntary compliance with the rules. In general, procedural justice in organizational decision-making has been shown to have positive impact on a variety of employees' decisions and some emotional and behaviour reactions. These consequences of procedural justice include variables such as organizational commitment, job involvement, trust, satisfactions, compliance with decision and performance.

The findings of the study also give credence to the study of Gofi, Topino, Palazzeschi and Fabio (2020) on procedural justice and employee commitment in Nigeria's public sector. The study adopted a survey research method as the research design and the Adams equity model was used as the theoretical framework. The data that was generated using questionnaire was analyzed using Spearman Rank Correlation Coefficient and the result revealed that there is limited appreciation of the role of procedural justice, and this hampers its efficacy in employee performance in Nigeria's public sector. This results from the narrow view of organizational justice in approach and practice by managers of organizations in the public sector

makes has the capacity to improve on their performance. The study concluded that effective justice system application in the organization can enhance performance.

CONCLUSION AND RECOMMENDATIONS

The progress of all organizations depends on organizational justice. To maintain workers' happiness, dedication and commitment to the company, the organization's operation in terms of justice system to their workers need to be without any preferential treatment. When workers believe that the company treats them equally in every way, they tend to have a more optimistic attitude and behaviours, such as job satisfaction, commitment, loyalty as well as putting in more efforts to achieve the goal of the organization. An equitable, fair, and just organization in terms of their workers will bring about positive conduct and efficiency in its processes, strategies, relationships, and delivery networks. Therefore, based on the findings, this study concludes that procedural justice has a strong and positive relationship between employee outcomes in commercial banks in Nigeria. This suggests that ensuring procedural justice in the workplace can have a significant impact on employee performance, job satisfaction, and overall employee well-being in the Nigerian banking sector.

The study thus recommends the following:

- i. HR managers and business leaders in commercial banks should increase the awareness of the employees on the principles of procedural justice, to encourage adherence to them and to indicate their importance in job performance by creating systems and methods that ensure commitment to justice by raising the ability of leaders to build new policies and visions Which would promote the work of institutions.
- ii. The study recommended, in light of the above results, the need to pay attention to behavioural and ethical studies and to promote positive aspects and maximize them among managers to improve the level of distributive justice, and enhance Organizational loyalty in commercial banks.

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