

The Influence of Organizational Justice on the Organizational Commitment of Personnel in South-West Nigerian Public University Libraries

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Abstract

For university libraries to achieve their set goals and objectives, a committed workforce is indispensable. Several factors could enhance the commitment of library personnel. However, studies have not given adequate attention to the influence of organizational justice on the organizational commitment of library personnel in Nigeria. This study, therefore, investigated the influence of organizational justice on the organizational commitment of library personnel in public universities in South-West Nigeria. A survey research design was adopted. A total remuneration was used. Findings showed that organizational justice had a significant influence on organizational commitment of library personnel. The findings also revealed that distributive justice and interactional justice significantly influenced the affective commitment of library personnel while procedural justice was not significant. Furthermore, distributive justice and interactional justice had a significant influence on the continuance commitment of library personnel while procedural justice had no significant effect on the continuance commitment of library personnel. The study concluded that organizational justice increased organizational commitment of library personnel in public universities. The study would serve as a contribution towards solving the challenges of lack of organizational commitment in academic libraries. It was recommended that library management should involve the personnel in their decision-making processes.

Keywords: Organizational justice, organizational commitment, university libraries, library personnel, Nigeria

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Introduction

Organizational commitment is a concern in many organizations including universities. Salau (2019) sees organizational commitment as the individual's psychological and emotional attachment to his organization. Similarly, Estiningtyas and Darmanto (2018) define organizational commitment as the extent to which an employee sides with the organizational goals and aims to continue involvement with the organization. Organization commitment helps the employers in improving job performance and in decreasing the frequency of absenteeism. Employees contribute significantly to the realization of organizational goals and their commitment increases productivity (Cherian, 2018). Employees who are committed contribute positively to organizational success. They play a key role in achieving organizational goals. They contribute to the survival of their organizations. Organizational commitment is to a great extent connected to productivity; hence the

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issue of commitment among personnel is very essential. Having committed personnel provides a background for organizational efficiency.

Justice or fairness plays a key role in organizations and affects the commitment of workers. Yang and Cho (2017) defined organizational justice as the sense of fairness and equality on features of organization perceived by employees of the organizations. In other words, organizational justice is the perceptions of fairness in the workplace by the workers. Organizational justice is the perception of workers on the decisions and practices of the managers (Tolukan & Akyel, 2019). Organizational justice is the extent to which employees perceive outcomes, procedures and interactions to be fair. Organizational justice can influence the employees' commitment to the organization and implementation of performance. It has been suggested that fairness affects several employee attitudes and behaviours such as job satisfaction, organizational commitment, turnover intention, and job performance. Employees who perceive unfairness in the workplace may exhibit varying degrees of negative behaviour. Organizational justice is classified into three categories namely distributive, procedural, and interactional justice (Barsky & Kaplan, 2007).

Lack of commitment is a key threat to the success of any organization including university libraries. Amusa, Iyoro and Ajani (2013) observed that organizational commitment is declining in university libraries. According to them, this was noticeable in the non-challant attitude to work generally exhibited by the staff of the libraries. Furthermore, observations show that some library personnel display negative attitude to work. This attitude displayed by some library personnel might be linked to lack of commitment to work which makes them perform below expectations. University libraries cannot successfully provide information services without a committed workforce. Meeting the information needs of users requires committed personnel. A large number of studies have been conducted to explore the extent to which factors such as work environment, leadership styles, job stress, emotional intelligence, locus of control and training influenced organizational commitment (Ahmad & Roslan, 2016; Mayowa-Adebara & Aina, 2016; Ogbah, 2013, Akomolafe & Olatomide, 2013). Although, studies on organizational commitment in libraries have been carried out, most of them investigated organizational commitment from the perspective of job satisfaction Udofia (2017) investigated job satisfaction as a correlate of organization commitment in university libraries. Islam (2012) investigated job satisfaction and organizational commitment. Similarly, Akeke, Akeke and Awolusi (2015) investigated job satisfaction and organization commitment among personnel in tertiary institutions. Few studies have tried to find out the role played by organizational justice in the organizational commitment of library personnel in specific library settings such as those in public universities in Nigeria. This study, therefore, investigated the influence of organizational justice on organizational commitment of library personnel in public universities in South-West, Nigeria.

Literature has paid less attention to the influence of organizational justice on organization commitment of library personnel in Nigeria. Could the lack of commitment be a result of unfair treatment by the university management? Hence, it was pertinent to look at the fair (or unfair) treatment of these personnel. This study therefore investigated the influence of organizational justice on the organizational commitment of library personnel in public universities in South-West, Nigeria. The main objective of this study was to investigate the influence of organizational justice on the organizational commitment of library personnel in public universities in South-West, Nigeria. The specific objectives were to:

1. Find out the influence of organizational justice (distributive justice, interactional justice and procedural justice) on the affective commitment of library personnel in public universities in South-West, Nigeria;

2. Find out the influence of organizational justice (distributive justice, interactional justice and procedural justice) on continuance commitment of library personnel in public universities in South-West, Nigeria;
3. Find out the influence of organizational justice (distributive justice, interactional justice and procedural justice) on normative commitment of library personnel in public universities in South-West, Nigeria;
4. Find out the influence of organizational justice on organizational commitment of library personnel in public universities in South-West, Nigeria.

Hypotheses

The following null hypotheses were tested at 0.05 level of significance:

H0₁: Organizational justice (distributive justice, interactional justice and procedural justice) has no significant influence on affective commitment of library personnel in public universities in South-West, Nigeria.

H0₂: Organizational justice (distributive justice, interactional justice and procedural justice) has no significant influence on continuance commitment of library personnel in public universities in South-West, Nigeria.

H0₃: Organizational justice (distributive justice, interactional justice and procedural justice) has no significant influence on normative commitment of library personnel in public universities in South-West, Nigeria.

H0: Organizational justice has not significantly influenced organizational commitment of library personnel in public universities in South-West, Nigeria.

Literature Review

Organizational justice among personnel

Distributive justice is concerned with the reality that not all workers are treated alike. Distributive justice is the distribution of rewards among employees in organizations. An employee feels that distributive justice exists if resources are distributed equitably across employees in organizations relative to their inputs (Mishra, Mishra, & Grubb, 2015). Procedural justice is the perception of the processes that are used to determine decisions. It is about the perceptions of justice linked with the decision-making processes. Procedural justice means the equal practices of organizational issues such as avoidance of unfair decisions, commitment to decisions, and knowledge/information sharing. (Lemma, 2013). Interactional justice is the respect, dignity and sensitivity shown to employees when outcomes are allocated as well as the justification underpinning the allocation of outcomes (Dartey-Baah, 2014). Adzie (2016) note that for an organization to keep its employees satisfied, committed, and loyal to the organization, all the employees must be treated equally and fairly. According to him, when employees feel that the organization has treated them fairly in every aspect, they are inclined to show a more positive attitudes and behaviours such as job satisfaction.

Employees who have a sense of equality and feel that they are rewarded fairly for their contributions to the organization are likely to have job satisfaction.

Organizational commitment among personnel

Many factors can cause lack of commitment among workers; they include low salary, poor working condition, inadequate training opportunities and injustice in organizations. Employees with low level of commitment do not give their best to their employers. Personnel with little or no commitment to the organization remain indifferent toward the goals and overall success of the organization. Batool (2017) investigated the level of normative, continuous, affective commitment among personnel in the private sector universities. The study showed that organizational commitment of the personnel was at a moderate level. Owoyemi *et al.*, (2011) asserted that training could lead to workers' commitment to the organizations. Su, Baird and Blair (2013) investigated the organizational commitment of government workers. The level of organizational commitment of the workers was found to vary across management levels while different cultural and organizational factors were associated with the organizational commitment of managers at various levels in the organizational hierarchy.

Influence of organizational justice on organizational commitment among personnel

Organizational justice in terms of fair formal decision-making procedures (procedural justice), fair decision outcomes (distributive justice), fair interpersonal treatment (interpersonal justice) and information sharing (informational justice) by decision makers have been found to be related to organizational commitment (Mahmoud, Hassani, & Aghlmand, 2017, Akanbi & Ofoegbu, 2013). Chiazor, Eketu and Needorn (2018) investigated the relationship between distributive justice and organizational commitment in Nigeria. The result revealed a positive and significant relationship between distributive justice and organizational commitment. The study concluded that distributive justice affected organizational commitment. The study recommended that management should ensure fair distribution of wages for workers; pay should be commensurable with the job level.

Mendryk (2017) in the influence of procedural and distributive justice on organizational commitment. The results showed a positive influence of procedural justice and distributive justice on all the components of organizational commitment (affective, continuance and normative). The study indicated that changes in the perception of organizational justice would translate into changes in the intensity of the commitment of the workers. Mutero (2017) found that most respondents agreed that they were given an opportunity to express their views, and they had the ability to influence decisions that were arrived at in the organization. Most respondents indicated that procedures were applied regularly to every worker. A majority of respondents indicated that employee's voice was heard in the organization. Majority of respondents agreed that the organization's procedures upheld ethical and moral standards which led to high level of employee engagement.

Alvi and Abbasi (2012) found that organizational justice played a key role in promoting employee engagement. Distributive justice and interactional justice were found to be significantly associated with employee engagement whereas procedural justice was not significantly associated. Ali and Saifullah (2014) explored the impact of distributive justice and procedural justice perception on the job satisfaction and organizational commitment of employees. The results revealed that distributive and procedural justice perception of the employees had significant impact on job satisfaction and organizational commitment of the employees. The higher employees

perceived the fair treatment of their organizations, the higher their level of satisfaction and commitment. Gulluce, Ozer, and Erkilic, (2015) examined the perceptions of organizational commitment and organizational justice of employees working in private healthcare institutions in Van province. The results revealed that distributive justice had a statistically significant correlation with commitment of the healthcare employees. This study concluded that the most important way to increase the commitment of employees was for the executives to be fair to them.

In a study conducted by Akanbi and Ofoegbu (2013) in Nigeria, they found that organizational justice measured by procedural justice and distributive justice could have a significant impact on employee organizational commitment. The study established that there was a significant relationship between perceived distributive justice and organizational commitment. The study recommended that organizations should embrace justice in all ramifications of their practices with the employees in order to develop committed employees. Niazi and Ali (2014) found that procedural justice had a positive impact on the organizational commitment of employees and a negative influence on the employees' intention to leave the job. Raza *et al.*, (2013) examined the relationship between distributive justice, procedural justice and organizational commitment in the public sector in Pakistan. They found that justice perceptions positively related with organizational commitment and the fairness process used in the allocation of rewards also made the employees more committed to the organization.

Gichiri (2016) explored the influence of organizational justice on commitment of employees in health sector non-governmental organizations in Kenya. The results showed that distributive justice perceptions had a significant influence on affective, continuance and normative commitment. The results also revealed that procedural justice perceptions had a significant influence on affective, continuance and normative commitment. The results also revealed that interpersonal justice perceptions had a significant influence on affective, continuance and normative commitment. Yasar, Emhan and Ebere (2014) studied the relationships between organizational justice, supervisor support, and organizational commitment of employees in the energy sector in Nigeria. They reported a significant positive relationship between organizational justice and organizational commitment.

Friday and Ugwu (2017) investigated the relationship between organizational justice and employee commitment of private secondary school teachers in Nigeria. It was found that organizational justice had positive significant association with employee commitment. The study concluded that organizational justice measured in terms of distributive justice, procedural justice and interactional justice enhanced employee commitment in selected private secondary schools in Nigeria. Organizational justice had a significant relationship with employee commitment. Mohamed (2014) found that there was statistically significant positive correlation between perception of nurses about organizational justice and quality performance components. He recommended that hospital managers should openly describe the fair procedures they are using and explain decisions thoroughly in a manner demonstrating dignity and respect. Krishnan *et al.*, (2018) investigated the influence of perceived distributive, procedural and interactional justice on job performance. The results showed a positive association between distributive, procedural and interactional justice on employees' job performance. The findings also showed that distributive justice tend to be the strongest contributor of employees' job performance compared to procedural justice and interactional justice.

Alromeedy (2017) investigated the effect of organizational justice on organizational commitment in the Egyptian travel agencies from employees' perspectives. The results indicated that procedural justice, distributive justice and interactional justice had a significant positive effect on affective commitment, continuance commitment and normative commitment. The results also showed that interactional justice had the greatest effect on affective commitment, normative commitment and continuance commitment, then procedural justice and finally distributive justice. Somayyeh, Mohsen, and Zahed (2013) found that there was a positive and significant relation between organizational justice and organizational commitment; and that the more organizational justice was observed by the managers, the greater employees are committed to their organization. Al-Salemi (2013) examined the impact of organizational justice as encompassed by three components namely distributive justice, procedural justice and interactional justice on employee's job satisfaction, organizational commitment, and turnover intention. The results indicated that increasing employees' perception of organizational justice would increase the employees' satisfaction and organizational commitment while intention to leave their organization would decline. The findings also indicated the perception of procedural justice was most influential than distributive and interactional justice in predicting organizational commitment, and turnover intention, while perceptions of distributive justice was most influential in predicting employees' job satisfaction.

Ajala (2015) found that there was significant and positive relationship between distributive justice, procedural justice, interactional justice, and organizational commitment. Ponnu and Chuah (2010) investigated the relationship among organizational justice, organizational commitment and turnover intention of Malaysian employees. They found that there was a significant, strong and positive relationship between the organizational justice (procedural justice and distributive justice) and organizational commitment. The results indicated that when employees' perceptions of procedural and distributive justice were high, their organizational commitment was also high.

Karanja (2016) studied the influence of organizational justice on organizational commitment. The objectives of the study were to establish whether perceptions of distributive, procedural, interpersonal, and informational justice had an effect on organizational commitment. Distributive justice and interpersonal justice were found not to be important predictors of organizational commitment while procedural, and informational justice were found to be useful predictors of organizational commitment for teachers. Only procedural justice was found to be significant in predicting organizational commitment for bank employees. The study results also indicated that the effect of organizational justice on organizational commitment of teachers was significantly different from that of bank employees. The results indicated that organizational justice of teachers significantly influenced organizational commitment of teachers.

Methodology

The study adopted cross-sectional survey research design to investigate the influence of organizational justice on organizational commitment of library personnel in public universities in South-West, Nigeria. Public universities in Nigeria are universities owned and funded by the federal and state governments. The study focused on the influence of organizational justice on organizational commitment of library personnel in public universities in South-West, Nigeria. The study covered the three categories of organizational justice namely distributive, procedural, and interpersonal justice. All the three components of organizational commitment namely affective, continuance and normative were also covered. The study covered the professional and para-professional staff in the federal and state university libraries. The population of the study was made

up of the library personnel in the sixteen public universities in South-West, Nigeria. Total enumeration was used. A validated structured questionnaire was used to collect data for the study. A total of 267 copies were analysed. The study was conducted in all the public universities in South-West, Nigeria in order to give a comprehensive coverage of the library personnel.

Data collected for this study were analyzed using inferential statistics. Inferential statistics such as multiple regression analysis were used to test the hypotheses. Approval was obtained from the Babcock University Health Research Ethics and Committee (BUHREC). For confidentiality of the respondents, the questionnaire did not request for the names of the respondents. Data was kept confidential from unauthorized access after collection. Additionally, the researcher was not biased in presenting the data and interpretation.

Hypotheses Testing and Interpretation

The hypotheses for this study were tested using regression analysis. The results that were obtained revealed the influence of the independent variables (organizational justice and job satisfaction) on the dependent variable (organizational commitment). The results are presented in Tables 1-4.

Table 1: Influence of organizational justice (interactional justice, distributive justice, and procedural justice) on affective commitment of library personnel in university libraries.

S/N	Model	Coefficients B	T	Sig.	R ²	Adjusted R ²	F	ANOVA (Sig.)
	(Constant)	9.377	5.464	0.000	0.420	0.412	49.274	0.000
	Distributive Justice	0.378	5.564	0.000				
	Procedural Justice	0.119	1.394	0.165				
	Interactional Justice	0.242	2.661	0.008				

a. Dependent Variable: Affective Commitment
 b. Predictors: (Constant), Interactional Justice, Distributive Justice, Procedural Justice

Table 1 shows the multiple regression analysis results for the influence of organizational justice (components) on affective commitment of library personnel in public universities in South-West, Nigeria. The results revealed that distributive justice ($\beta= 0.378, t= 5.564, p<0.05$) and interactional justice ($\beta= 0.242, t= 2.661, p<0.05$) had significant influence on affective commitment of library personnel in public universities in South-West, Nigeria. On the other hand, procedural justice had an insignificant positive effect ($\beta= 0.119, t= 1.394, p>0.05$) on affective commitment of library personnel in public universities in South-West, Nigeria. The Adjusted R² is coefficient of determination which explains the variation in the dependent variable due to changes in the independent variables. From Table 1, the Adjusted R² is 0.412 ($F_{(3,204)} = 49.274$) indicated that organizational justice (components) explained 41.2% of the changes in affective commitment of library personnel in public universities in South-West, Nigeria. The established multiple regression equation is thus expressed as:

$$AC = 9.377 + 0.378DJ + 0.242IJ \dots\dots\dots \text{Equation 4.1a}$$

Where:

- AC = Affective Commitment
- DJ = Distributive Justice
- IJ = Interactive Justice

The regression model shows that holding organizational justice (components) to a constant zero, affective commitment would be 9.377 implying that without organizational justice (components), affective commitment of library personnel in public universities in South-West, Nigeria would be positive. The results of the multiple regression analysis indicate that when distributive justice and interactive justice are improved by one-unit, affective commitment will be positively affected with an increase of 0.378 and 0.242 respectively. The results show that an overall significance with $p < 0.05$ which implies that organizational justice (components) that is, distributive justice and interactive justice are strong predictors of affective commitment of library personnel in public universities in South-West, Nigeria. The results also show that distributive justice is the highest contributor to the change in affective commitment of library personnel in public universities in South-West, Nigeria.

The study further sought to determine the influence of organizational justice (components) on continuance commitment of library personnel in public universities in South-West, Nigeria using multiple regression analysis. The result is presented in Table 2.

Table 2: Influence of organizational justice (interactional justice, distributive justice, and procedural justice) on continuance commitment of library personnel in public universities in South-West, Nigeria

S/N	Model	Coefficients B	T	Sig.	R ²	Adjusted R ²	F	ANOVA (Sig.)
	(Constant)	8.818	4.717	0.000	0.330	0.321	34.705	0.000
	Distributive Justice	0.216	2.979	0.003				
	Procedural Justice	0.045	0.474	0.636				
	Interactional Justice	0.378	3.813	0.000				

a. Dependent Variable: Continuance Commitment

b. Predictors: (Constant), Interactional Justice, Distributive Justice, Procedural Justice

Table 2 presents summary results of multiple regression analysis for the influence of organizational justice (components) on continuance commitment of library personnel in public universities in South-West, Nigeria. The results revealed that distributive justice ($\beta = 0.216$, $t = 2.979$, $p < 0.05$) and interactional justice ($\beta = 0.378$, $t = 3.813$, $p < 0.05$) had significant influence on continuance commitment of library personnel in public universities in South-West, Nigeria. The results reveal that procedural justice had an insignificant positive effect ($\beta = 0.045$, $t = 0.474$, $p > 0.05$) on continuance commitment of library personnel in public universities in South-West, Nigeria. The



Adjusted R² shows the proportion of variance in the dependent variable that can be predicted from the independent variables. From the findings in the Table 2, the value of adjusted R squared was 0.321, an indication that there was variation of 32.1% in continuance commitment of library personnel in public universities due to changes in organizational justice (components) at 95% confidence level. The result shows an adjusted R² of 0.321 indicates that about 32.1% of the variance in continuance commitment of library personnel in public universities in South-West, Nigeria is a result of changes in the organizational justice (components). The F value (F_(3,204))=34.705 is statistically significant which reveals that organizational justice (components) have statistically significant influence on the continuance commitment of library personnel. This suggests that organizational justice (components) significantly explained the variation in the continuance commitment of library personnel which also shows the fitness of the model. From the findings in Table 2, the established multiple regression equation is thus expressed as:

$$CC = 8.818 + 0.216DJ + 0.378IJ \dots\dots\dots \text{Equation 1b}$$

Where:

- CC = Continuance Commitment
- DJ = Distributive Justice
- IJ = Interactive Justice

The regression equation shows that holding organizational justice (components) to a constant zero, continuance commitment would be 8.818 implying that without organizational justice (components), continuance commitment of library personnel in public universities in South-West, Nigeria would be positive. The results of the multiple regression analysis indicate that when distributive justice and interactive justice are improved by one unit, continuance commitment of library personnel will be positively affected with an increase of 0.216 and 0.378 respectively. The results show an overall significance of $p < 0.05$ which implies that organizational justice (components) that is, distributive justice and interactive justice are strong predictors of continuance commitment of library personnel. The result also shows that interactive justice is the highest contributor to the change in continuance commitment of library personnel in public universities in South-West, Nigeria.

In order to determine the influence of organizational justice (components) on normative commitment of library personnel in public universities in South-West, Nigeria, multiple regression analysis was conducted. The result is presented in Table 3.

Table 3: Influence of organizational justice (interactional justice, distributive justice, and procedural justice) on normative commitment of library personnel in public universities in South-West, Nigeria

S/N	Model	Coefficients B	T	Sig.	R ²	Adjusted R ²	F	ANOVA (Sig.)
	(Constant)	10.638	6.018	.000	0.329	0.320	34.032	0.000
	Distributive Justice	0.192	2.649	.009				
	Procedural Justice	0.230	2.483	.014				
	Interactional Justice	0.231	2.344	.020				

a. Dependent Variable: Normative Commitment

b. Predictors: (Constant), Interactional Justice, Distributive Justice, Procedural Justice

Table 3 presents summary results of multiple regression analysis for the influence of organizational justice (components) on normative commitment of library personnel in public universities in South-West, Nigeria. The findings revealed that Distributive Justice ($\beta = 0.192$, $t = 2.649$, $p < 0.05$), procedural justice ($\beta = 0.230$, $t = 2.483$, $p < 0.05$) and Interactional Justice ($\beta = 0.231$, $t = 2.344$, $p < 0.05$) had significant influence on normative commitment of library personnel in public universities in South-West, Nigeria. The value of the adjusted R² is 0.320. This means that organizational justice components explain 32% of the changes in normative commitment of library personnel. The ANOVA showed an F statistic value of 34.032 ($F_{(3,204)} = 34.032$) at p-value of 0.000. This implies that the model was significant at 5% significance level. This means the combination of organizational justice components have significant influence on normative commitment of library personnel. From the findings in Table 4.1c, the established multiple regression equation is thus expressed as:

$$NC = 10.638 + 0.192DJ + 0.230PJ + 0.231IJ \dots\dots\dots \text{Equation 1c}$$

Where:

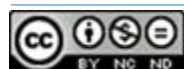
NC = Normative Commitment

DJ = Distributive Justice

PJ = Procedural Justice

IJ = Interactive Justice

The regression equation shows that holding organizational justice components (interactional justice, distributive justice, and procedural justice) to a constant zero, normative commitment of library personnel would be 10.628 implying that without interactional justice, distributive justice, and procedural justice, continuance commitment of library personnel would be positive at 10.628 factor. The result of the multiple regression analysis shows that when interactional justice, distributive justice, and procedural justice are improved by one unit, normative commitment of library personnel will be positively affected with an increase of 0.192, 0.230 and 0.231 respectively. Further, the results show that an overall significance with $p < 0.05$ which implies that organizational justice components (interactional justice, distributive justice, and procedural justice) were generally found to have positive influence on normative commitment of library personnel. The results further indicate that interactive justice was found to have the highest



influence as indicated by a relative beta coefficient value of 0.231 followed by procedural justice with a value of 0.230. Other organizational justice components with influence on normative commitment of library personnel in public universities in South-West, Nigeria included interactional justice.

The findings in Tables 1-3 reveal that organizational justice components have differing influence on organizational commitment. With respect to affective and continuance commitment, distributive and interactive justice are significant predictors. As regards normative commitment, interactional justice, distributive justice, and procedural justice are significant predictors. The findings suggest that affective and continuance commitment are best predicted by distributive and interactive justice while normative commitment is best predicted by all the organizational justice components. However, interactive justice was found to have the highest influence on all the organizational commitment dimensions that is affective, continuance and normative commitment. Based on these findings, the null hypothesis one (H_{01}) which states that organizational justice has no significant influence on organizational commitment of library personnel in public universities in South-West, Nigeria is hereby rejected.

Table 4. Influence of organizational justice on organizational commitment of library personnel in public universities in South-West, Nigeria

Model	Coefficients ^a		Standardized Coefficients Beta	t	Sig.
	Unstandardized Coefficients B	Std. Error			
1 (Constant)	29.245	4.378		6.680	0.000
Organizational Justice	0.777	0.062	0.672	12.596	0.000
Dependent Variable: organizational Commitment					
Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	25685.327	1	25685.327	158.656	.000 ^b
Residual	31245.391	193	161.893		
Total	56930.718	194			

a. Dependent Variable: organizational Commitment
 b. Predictors: (Constant), organizational Justice
R = 0.672
R² = 0.451
Adjusted R Square = 0.448

Table 4 shows that the contribution of the independent variable (organizational justice) on organizational commitment of library personnel in public university libraries in South-West, Nigeria was significant ($R^2 = 0.451$, $t = 12.596$, $\beta = 0.777$, $p < 0.05$). The table also shows that the analysis of variance (ANOVA) for the regression model yielded an F-Value of 158.656 ($P < 0.05$). This implies that the contribution of organizational justice on organizational commitment of library personnel was highly significant in public universities in South-West, Nigeria. This implies

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that organizational justice will enhance organizational commitment. As result of this, the hypothesis is rejected.

Discussion

The study investigated the influence of organizational justice on organizational commitment of library personnel in public universities in South-West, Nigeria. This section discusses the findings in line with previous studies. The hypotheses drawn for the study were intended at determining the influence organizational justice on organizational commitment of library personnel in public universities in South-West, Nigeria.

The study found that there was a positive significant influence of organizational justice on organizational commitment of library personnel in public universities in Nigeria. The finding corroborates the results of previous studies by Ajala (2015), Ponnu and Chuah (2010), Akanbi and Ofoegbu, 2013, Nazim and Shahid (2012)), Yasar, Emhan and Ebere (2014), Arogundade, Arogundade, and Oyebanji (2015) Gichira (2016) Mayowa-Adebara (2018). Nazim and Shahid (2012) examined the relationship between organizational justice, organizational commitment and turnover intention in Pakistan. They reported a significant positive relationship between organizational justice and organizational commitment. Yasar, Emhan and Ebere (2014) studied the relationships between organizational justice, supervisor support, and organizational commitment of employees in energy sector in Nigeria. They reported a significant positive relationship between organizational justice and organizational commitment. Akanbi and Ofoegbu (2013) examined the role of organizational justice on organizational commitment in Nigeria. The results indicated that procedural justice and distributive justice could have a significant impact on the organizational commitment.

Gichira (2016) investigated the influence of organizational justice perceptions on commitment of employees in health sector Non-Governmental Organizations in Kenya. Findings of the study revealed that all the dimensions of organizational justice have a significant relationship with organizational commitment in health sector non-governmental organizations in Kenya. Ajala (2015) investigated the influence of organizational justice on organizational commitment in manufacturing firms in Ibadan, Oyo State, Nigeria and reported that there was significant, strong and positive relationship between procedural justice, distributive justice and interactional justice and organizational commitment. It is therefore seen that when employees have high perception of organizational justice (procedural justice, distributive justice and interactional justice) about their workplace their organizational commitment will be high (Ajala, 2015). The implication of the finding of this study is that distributive, procedural and interactional justice could result in workers' commitment in their organizations. Workers will be more committed to their organizations if they are treated fairly.

Furthermore, the finding revealed that organizational justice had significant positive influence on organizational commitment of library personnel in public universities in South-West, Nigeria. This finding is in agreement with Karanja (2016) who found that organizational justice significantly influenced organizational commitment of teachers. In addition, this study found that distributive justice and interactional justice had significant influence on affective commitment of library personnel in public universities in South-West, Nigeria. This was found to be in line with a study conducted by Turgut and Tokmak (2012) who found that distributive justice and interactional justice influenced affective commitment positively and significantly Perceptions of the affective commitment of the library personnel depend on their perceptions of distributive

justice and interactional justice. Perceptions of affective commitment of the personnel influence both their perceptions of distributive justice and interactional justice.

This implies that library personnel would be affectively committed to their universities when they perceive that resources are fairly distributed and when they perceive they are treated with respect and dignity. This implies that as library managers make fair decisions and procedures, and respect these personnel, they feel affective commitment to their universities. The results are inconsistent with Ha and Ha (2015), and Friday and Ugwu (2019) who found that all the three dimensions of justice were positively and significantly related to affective commitment. The finding is also inconsistent with a study conducted by Akanbi and Ofoegbu (2013). Akanbi and Ofoegbu (2013) examined the role of organizational justice on organizational commitment in Nigeria. The results indicated that procedural justice and distributive justice could have a significant impact on the organizational commitment. The result is also inconsistent with a study conducted by Demirel and Yücel (2013) who found that there was positive correlation between all the three dimensions of organizational justice affective commitment. Gichira (2016) found that distributive justice perceptions, procedural justice perceptions, interpersonal justice perceptions and informational justice perceptions have a significant relationship with affective commitment in health sector non-governmental organizations in Kenya. Gim and Desa (2014) found that distributive and procedural justice was significantly and positively related to affective commitment,

The results also revealed that distributive justice and interactional justice have significant influence on continuance commitment of library personnel in public universities in south-west, Nigeria. Alromeedy (2017) found that procedural justice, distributive justice and interactional justice have a significant positive effect on continuance commitment. Gichira (2016) found that distributive justice perceptions, procedural justice perceptions, interpersonal justice perceptions and informational justice perceptions have a significant relationship with continuance commitment in health sector non-governmental organizations in Kenya. Turgut and Tokmak (2012) found that distributive justice, procedural justice and interactional justice positively and significantly affect continuance commitment. The results also revealed that combination of organizational justice components had significant influence on normative commitment of library personnel. The finding was found to be in line with a study conducted by Somayyeh, Mohsen, and Zahed (2013). The study found that there was a significant and positive relation between affective commitment, continuance commitment, normative commitment and organizational justice. Alromeedy (2017) also found that that procedural justice, distributive justice and interactional justice had significant positive effect on affective commitment, continuance commitment and normative commitment.

Gichira (2016) investigated the influence of organizational justice perceptions on commitment of employees in health sector Non-Governmental Organizations in Kenya. The results revealed that all the dimensions of organizational justice have a significant relationship with organizational commitment in health sector non-governmental organizations in Kenya. Turgut and Tokmak (2012) found that only interactional justice had an effect on normative commitment positively and significantly. Therefore, null hypothesis which states that “organizational justice will not significantly influence organizational commitment of library personnel in public universities in South-West, Nigeria” was rejected.

Conclusion / Recommendations

Based on the findings of the study, the study revealed that organizational justice would enhance the organizational commitment of library personnel in public universities in South-West, Nigeria. The findings also suggested that affective and continuance committed were best predicted by distributive and interactive commitment. However, interactive justice was found to have the highest influence on all the organizational commitment dimensions. Library management should deploy means to enhance the commitment of their personnel. They should make policies that will improve the commitment of their personnel. They should pay attention to staff development activities such as workshops, seminars, and training for their staff. Regular training for the personnel will not only make them more productive but will also enhance their organizational commitment. It is also recommended that the library management should improve the way they treat their workers particularly by involving employees in the procedures used in making decisions and allocating rewards in the universities. The study was conducted in one of the geo-political zones in Nigeria, future studies should be conducted in other geo-political zones in the country. This would assist in making better generalization. Finally, this study would serve as a contribution towards solving the challenges of lack of organizational commitment in academic libraries.

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