



# Kardan Journal of Economics and Management Sciences (KJEMS)

ISSN: 2616-3950 (P) 2959-0493 (O), Journal homepage: [kjems.kardan.edu.af](http://kjems.kardan.edu.af)

## Effect of Organizational Justice on Employees Commitment in Telecom Sector of Nangarhar Province, Afghanistan

Hamdullah Nizami, Muhammad Salihi

**To cite this article:** Nizami, H., & Salihi, M. (2024). Effect of organizational justice on employees commitment in telecom sector of Nangarhar province, Afghanistan. *Kardan Journal of Economics and Management Sciences*, 7 (2), 52-63.  
DOI: 10.31841/KJEMS.2024.163

**To link to this article:** <http://dx.doi.org/10.31841/KJEMS.2024.163>



© 2024 The Author(s). This open access article is distributed under a Creative Commons Attribution (CC-BY) 4.0 license



Published online: 30 June 2024



Submit your article to this

# Effect of Organizational Justice on Employees Commitment in Telecom Sector of Nangarhar Province, Afghanistan

**Hamdullah Nizami**  
**Muhammad Salihi**

Received: 29 Mar 24

Revised: 26 Apr 24

Accepted: 27 May 24

Published: 30 Jun 24

## Abstract

As today's market is complex, it is difficult for an organization to survive in such a competitive marketplace where the only way to achieve better employee commitment is by prioritizing organizational justice. Therefore, the current study is being conducted to investigate the effect of organizational justice on employees' commitment in Nangarhar's telecommunication sector. To achieve the mentioned research objectives, the author followed a positivist research philosophy with a deductive descriptive research design and survey research strategy, where the data was collected from 163 respondents by questionnaire for correlation and regression analysis. The research found a strong positive relationship between organizational justice and employee commitment. The results indicate that a small increase in focus on organizational justice leads to a significant increase in employee commitment. The study suggests that organizational justice substantially impacts employee commitment, and even a slight improvement in justice can lead to a notable enhancement in commitment. As a result, organizational justice is one of the key factors of better employee commitment in the telecommunication sector of Nangarhar province, Afghanistan.

**Keywords:** Organizational Justice, Employees' Commitment, Telecom Sector, Nangarhar

## 1. Introduction

Commitment is a concern in many organizations. Salau et al. (2020) see commitment as the individual's psychological and emotional attachment to his organization. Similarly, Estiningtyas and Darmanto (2018) define commitment as the extent to which an employee sides with the organizational goals and aims to continue involvement. Commitment helps employers improve job performance and decrease the frequency of absenteeism. Employees contribute significantly to realizing organizational goals, and their commitment increases productivity (Cherian, 2018).

Employees who are committed contribute positively to organizational success. They play a crucial role in achieving organizational goals. They contribute to the survival of their organizations. Commitment is, to a great extent, connected to productivity; hence, the issue of commitment among personnel is essential. Having committed personnel provides a background for organizational efficiency. Justice or fairness is crucial in organizations and affects workers' commitment. Yang and Cho (2017) defined

organizational justice as fairness and equality in employees' perceived features. In other words, organizational justice is the workers' perceptions of fairness in the workplace. Organizational justice is the perception of workers on the decisions and practices of the managers (Tolukan & Akyel, 2019). Organizational justice is how 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 employee attitudes and behaviours, such as job satisfaction, 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 distributive, procedural, and interactional (Barsky & Kaplan, 2007).

Lack of commitment is a key threat to the success of any organization. Amusa, Iyoro and Ajani (2013) observed that employee commitment is declining in various organizations. According to them, this was noticeable in the attitude to work generally exhibited by the staff of the libraries. Furthermore, observations show that some employees display a negative attitude to work. This attitude displayed by some employees might be linked to lack of commitment to work, making them perform below expectations.

Organizations 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 employees commitment (Ahmad & Roslan, 2016; Mayowa-Adebara & Aina, 2016; Ogbah, 2013, Akomolafe & Olatomide, 2013). Islam (2012) investigated job satisfaction and organizational commitment. Similarly, Akeke, Akeke and Awolusi (2015) investigated job satisfaction and organizational commitment among tertiary institution personnel. Few studies have tried to determine organizational justice's role in employees' commitment in Afghanistan, especially in the telecommunication sector relevant to Nangarhar province. Organizational justice revolves around how employees experience their organization as just, fair, and respectful. It involves examining how employees are treated, acknowledged, and valued, as well as the organization's policies, procedures, and practices, including the behaviour of its leaders and members, regarding fairness, equity, and respect for individuals' rights and dignity. Therefore, this study investigated organizational justice's influence on employees' commitment in the telecommunication sector of Nangarhar province.

Literature has paid less attention to the influence of organizational justice on employees' commitment in Afghanistan. Could the lack of commitment result from unfair treatment by the management? Hence, looking at these employees' fair (or unfair) treatment was pertinent. Therefore, this study investigated organizational justice's influence on employees' commitment to the telecommunication sector of Nangarhar province, Afghanistan. Besides, the findings of this research study will provide guidelines and directions for policy implications for the telecommunication sector of the mentioned geographic area. It can also provide a ground-breaking platform for further research in organizational justice and job employees' commitment.

## **2. Review of Literature**

Organizational justice refers to employees' perceptions of fairness (Greenberg, 1987). Two of the most commonly studied types of justice are distributive and procedural justice. Within the electronic monitoring literature, distributive justice refers to the perceived

fairness of the outcomes associated with electronic monitoring. Procedural justice refers to the perceived fairness of the procedures or decision-making process governing the monitoring process as a whole.

Adewoyin (2022) notes 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 more positive attitudes and behaviours, such as job satisfaction. Employees who have a sense of equality and feel rewarded fairly for their contributions to the organization are likely to have job satisfaction.

Although organizational justice has traditionally focused on how the three types of justice (distributive, procedural, and interactional) relate to various job attitudes and behaviours, justice researchers (Ambrose & Schminke, 2009) have recently argued that overall justice perceptions should be considered. However, in the current study, the unique effects of distributive and procedural justice will demonstrate the importance of considering the fairness of procedures and outcomes when utilizing electronic monitoring systems.

The concept of employees' commitment and its outcomes in organizations or workplaces have received significant attention from scholars, managers and employees alike. Many scholars have defined it using different terminologies; however, the definitions seem to agree on some basic principles. According to Don-Baridam (2017), Raza, Saleem and Qamar (2014), commitment is the "emotional bond or attachment between employees and their organization." It is also seen as a relative strength of an individual's identification with and involvement in an organization and is characterized by a strong belief in and acceptance of the organization's goal and value, a strong desire to maintain one's membership in an organization, and a willingness to put in serious effort toward and on behalf of an organization (Stazyk, Pandey & Wright, 2011). Employees' commitment, therefore, represents an employee's desire to remain with the organization and more of how employees feel toward the organization (Kaplan et al., 2012).

Employees' commitment constitutes two dominant categories: an employee's loyalty towards the organization and an employee's intention to stay with the organization (Baridam & Nwibere, 2008). Greenberg and Baron (1997) thus define employees' commitment as "the extent to which individuals associate and identify themselves with the organization in which they are working, and their level of unwillingness to leave the organization". These levels of willingness to associate and identify with their organization and the unwillingness to leave the organization can result from the nature of their relationship with colleagues, superiors, subordinates, customers or top management.

The study of Jang et al. 2021 contributed to the existing literature by exploring the nuances of organizational justice and its impact on organizational commitment. Unlike previous studies, it distinguished between distributive and procedural justice, revealing a more complex relationship with commitment. The analysis employed covariance structure analysis to examine the mediating effect of public service value, providing a more comprehensive understanding of the justice-commitment link. Moreover, the findings indicated that procedural justice significantly influences organizational commitment more than distributive justice, highlighting the need for strategies that foster fair processes and decision-making. Specifically, public organizations, often characterized by rigid and authoritative cultures, must prioritize openness, participation,

and communication to enhance procedural justice. This can be achieved through increased employee involvement in decision-making, regular feedback, and robust institutional mechanisms to prevent abuse of authority. Public organizations can boost organizational commitment and improve performance by strengthening procedural justice measures.

The research of Khaola & Rambe (2021) was distinctive in its Lesotho-based setting, a developing country where the effects of transformational leadership on various outcomes have not been extensively studied. The findings demonstrate the cross-cultural applicability of established scales for measuring transformational leadership, affective commitment, and OCB in Lesotho and provide evidence that transformational leadership's positive impact on desired outcomes can be generalized and expanded to developing countries like Lesotho. This was a significant contribution, as some scholars have cautioned against assuming that theories developed in Western contexts can be universally applied without proper validation in non-Western settings.

According to Allen and Meyer (1990) and Schappe and Dovan (1997), continuance commitment may be affected by perceptions of external considerations such as pension plans and retirement benefits. Continuance commitment is the reason an employee feels that the burden of leaving an organization is heavy and too high. According to Allen and Meyer (1990), continuance commitment occurs when an employee considers the cost of leaving (which he stands to lose if he leaves) and decides to stay. Thus, continuance commitment could be seen as the perceived cost of leaving an organization. Baridam and Nwibere (2008) describe this perceived cost associated with leaving an organization as the loss of sunken cost and also note that continuance commitment may compromise "personal sacrifice" associated with leaving and "limited opportunities" for other employment.

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 workers' organizational commitment level was found to vary across management levels. In contrast, different cultural and organizational factors were associated with the organizational commitment of managers at various levels in the organizational hierarchy.

Organizational justice encompasses an individual's perceptions of fairness in three distinct domains. Firstly, distributive justice pertains to the fairness of outcome distribution. This dimension focuses on the equity and justice of the outcomes or rewards received. Secondly, procedural justice concerns the fairness of the procedures and processes that underlie outcome decisions. This dimension emphasizes the decision-making processes' transparency, consistency, and impartiality. Lastly, interactional justice involves the fairness of interpersonal treatment, including providing accurate and timely information during the execution of procedures. This dimension highlights the importance of respectful and dignified treatment in the workplace. (Khaola & Rambe, 2021).

### *2.1 Empirical Literature and Hypotheses*

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 are related to employees' commitment (Mahmoud, Hassani, & Aghlmand, 2017, Akanbi & Ofoegbu, 2013). Chiazor, Eketu and Needorn (2018) investigated the relationship between distributive justice and employees' commitment in Nigeria. The

result revealed a significant positive relationship between distributive justice and organizational commitment. The study concluded that distributive justice affected organizational commitment. The study recommended that management ensure fair wage distribution for workers; pay should be commensurable with the job level.

Mendryk (2017) in the influence of procedural and distributive justice on employees' commitment. The results showed a positive influence of procedural 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 workers' commitment.

Mutero (2017) found that most respondents agreed that they could express their views and influence decisions made in the organization. Most respondents indicated that procedures were applied regularly to every worker. Most respondents indicated that employees' voices were heard in the organization. Most respondents agreed that the organization's procedures upheld ethical and moral standards, leading to high employee engagement.

Alvi and Abbasi (2012) found that organizational justice was key in promoting employee engagement. Distributive justice and interactional justice were 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 employees' job satisfaction and organizational commitment. The results revealed that distributive and procedural justice perception of the employees had a significant impact on job satisfaction and organizational commitment of the employees. The higher employees perceived the fair treatment of their organizations, the higher their satisfaction and commitment.

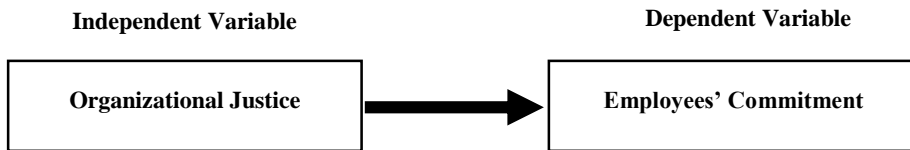
Gulluce, Ozer, and Erkilic (2015) examined the perceptions of organizational commitment and organizational justice of employees working in private healthcare institutions in Van province. The results revealed that distributive justice had a statistically significant correlation with the commitment of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

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 is positively associated with employee commitment.

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 tends to be the strongest contributor to employees' job performance compared to procedural and interactional justice. Alromeedy (2017) investigated the effect of organizational justice on organizational commitment in Egyptian travel agencies from employees' perspectives. The results indicated that procedural justice, distributive justice and interactional justice significantly and positively affected affective commitment, continuance commitment and normative commitment. The results also showed that interactional justice had the most significant effect on affective commitment, normative commitment and continuance commitment, procedural justice, and distributive justice.

Karanja (2016) studied the influence of organizational justice on organizational commitment. The study aimed to establish whether perceptions of distributive, procedural, interpersonal, and informational justice affected organizational commitment. Distributive justice and interpersonal justice were not significant predictors of organizational commitment, while procedural and informational justice were valuable for teachers. Only procedural justice was significant in predicting bank employees' organizational commitment. The study results also indicated that organizational justice's effect on teachers' organizational commitment significantly differed from that of bank employees. The results indicated that the organizational justice of teachers significantly influenced the organizational commitment of teachers.

## 2.2 Conceptual Framework



H<sub>0</sub>: Organizational justice has an insignificant effect on employees' commitment.

H<sub>1</sub>: Organizational justice has a significant effect on employees' commitment.

## 3. Research Methodology

This study investigates the association between organizational justice and employee commitment, specifically focusing on the Telecom sector of Nangarhar, Afghanistan. A quantitative research design was employed. To achieve this, we have conceptualized organizational justice as an independent variable of employees' commitment as the outcome variable. By examining this relationship, we aim to understand better the complex dynamics between organizational justice and employee commitment.

### 3.1 Population of the study

The current study concentrates on investigating the effect of organizational justice on employees' commitment in the telecommunication sector of Nangarhar, where the population of the current study are employees working in the telecommunication sector of Nangarhar. There are approximately 424 employees who are known as the population of this research.

### 3.2 Sample Size & Sampling Technique

In this study, it has been preferred to collect data from 50% of the population to represent the population better. The population of the current research study is 424 employees of the telecommunication sector in Nangarhar province, and the study's sample size is  $424/2 = 212$  employees. Furthermore, the sampling units will be selected from the rest of the population using a stratified random sampling technique, where the research study population will be grouped into different classifications without geographic factors. Then, the relevant sample size would be selected by a simple random sampling technique, while in the random sampling technique, the lottery is chosen to select the sampling units practically.

#### 4. Data Analysis

As 212 questionnaires were distributed among respondents, only 163 were filled and returned by respondents. After collecting primary data, the data will be processed for data analysis using SPSS software, where descriptive statistics, correlation matrix, and regression statistical tools will be used.

$$EC = \alpha + \beta(OJ) + e$$

Where alpha is the intercept and beta is the slope coefficient,

EC = Employees' Commitment

OJ = Organizational Justice

**Table 1**

*Demographic Frequencies*

Demographic	Gender	Frequency	Per cent
Gender	Male	163	100.0
	Female	0	0.0
Marital Status	Single	43	26.4
	Married	120	73.6
Age	20-30	55	33.7
	31-40	55	33.7
	31-50	51	31.3
	51+ Years	2	1.3
Education	Baccalaureate	5	5.5
	Bachelor	131	80.4
	Master	18	11.0
	PhD Doctor	5	3.1
Experience	0-2 Years	25	15.3
	3-5	17	10.4
	6-8	80	49.1
	8+ Years	41	25.2
Salary	25000-40000 AFN	70	39.8
	40001-55000 AFN	92	52.3
	55001 and above	14	8.0

Source: Compiled by authors

The analysis statistics show that the data was collected from 163 respondents. All of the mentioned respondents filled out the demography part of the questionnaire, and there is no missing value in any of the demography questions. In the demographic part of the questionnaire, the gender, marital status, age, education, experience, and salary of respondents were considered.

Gender is an important question that has to be cleared regarding respondents of the study. The above table pointed out that the respondents were male, and there were no females in the rest of the sample. Based on marital status, there are two primary classifications in humans. The collected data regarding the demography of respondents declared that 26.4% of the respondents were single, while the remaining 73.6% of the sampling units were married. The overall glance at marital status shows that most respondents were married.



According to the age of sampling units, 33.7% of the respondents were 20-30 years old, and 33.7% were holders of age in the 31-40 years range. 31.3% of the respondents have an age range between 41-50 years, while the remaining 1.2% are holders of more than 51 years old.

The above table concentrates on the educational background of respondents. According to statistics, 5.5% of the sampling units were 12<sup>th</sup> graduates or baccalaureate, 80.4% were holders of bachelor degrees, 11% of the respondents were masters, and 3.1% of the respondents were PhD doctors in the mentioned area of study.

Respondents' experience has also been considered an essential point of discussion in the conducted research. According to collected data regarding the experience of respondents, it has shown that 15.3% of the sampling units have experience of less than 2 years, 10.4% of them were holders of 3-5 years experience, 49.1% of sampling units have experience in the range of 6-8 years, and the remaining 25.2% of the respondents were holder of more than 9 years experiences. The salary range of respondents was as follows: the salary less than 25000 Afn have paid to 32.5% of the respondents, the salary in range of 25001-40000 Afn have paid to 32.5% of the respondents, 32.5% of them have salaries in range 40001-55000 Afn and the remaining 5.2% of the respondent were holders of higher salaries than 55001.

**Table 2**  
*Correlation Matrix*

		<b>Org_Justice</b>	<b>Emp_Commitment</b>
<b>Org_Justice</b>	Pearson correlation	1	.724
	Sig. (2-tailed)		.000
	N	163	163
<b>Emp_Commitment</b>	Pearson correlation	.724	
	Sig. (2-tailed)	.000	
	N	163	163

*Source:* Compiled by authors

Employees' commitment is 72.4% correlated with organizational justice, with a significant 0.01 level. On the other hand, organizational justice and employee commitment have a strong positive relationship.

**Table 3**  
*Model Summary*

<b>Mode</b>	<b>R</b>	<b>R Square</b>	<b>Adjusted R Square</b>	<b>Std. Error of the estimate</b>
1	.724	.525	.522	.53719

*Source:* Compiled by authors

According to R<sup>2</sup>, the overall explanatory power of this regression model is 0.525/1 or 52.5% out of 100%. This means that the employees' commitment is 52.5%, as explained by organizational justice, while according to the collected data and specific research model, the adjusted R<sup>2</sup> is 52.2%.

**Table 4**  
ANOVA<sup>b</sup>

Model	Sum of squares	Df	Mean Square	F	Sig.
Regression	51.263	1	51.263	177.643	.000 <sup>a</sup>
Residual	46.460	161	.289		
Total	97.723	162			

a. Predictors: (Constant), Org\_Justice

b. Dependent Variable: Emp\_Commitment

Source: Compiled by the authors

In the ANOVA table, the "F" value shows that the developed model is a good fit. Because the "F" calculated value is greater than "F tabulated", and the model is significant at the 0.01 level or 99% confidence level. In this table, both values declare that the model is fit and significant.

**Table 5**  
Coefficients

Model	Unstandardized coefficients		Standardized coefficients		t	Sig.
	B	Std. Error	Beta			
1 Constant	.990	.201			4.933	.000
Org_Justice	.715	.054	.72		13.328	.000

Dependent Variable: Emp\_Commitment

Source: Compiled by the authors

The "B" value has shown that if a unit (1%) change or focus takes place in organizational justice, it will bring 0.715 changes in employees' commitment. At the same time, the Null hypothesis of the conducted research is also being rejected because of having a greater value than the T-tabulated value for the T-test.

## 5. Conclusion

As the world and market demand change rapidly, companies will remain in lower categories without adoption, which is the case in the telecommunication sector. They must also update their system according to trends, time constraints, and market needs. One of these important factors is the organization's adoption and follow-up for justice to motivate the employees. Therefore, the current research study aims to investigate the effect of organizational justice on employees' commitment in the telecommunication sector of Nangarhar, Afghanistan. The study used two types of data: primary data was collected through a questionnaire, and secondary data was collected from existing research literature and other references. The author achieved the research objectives by following a positivist research philosophy with a descriptive research design and a survey research strategy. The data was collected from 163 respondents through a questionnaire selected by stratified random sampling technique. The data was collected for statistical analysis, known as descriptive statistics, correlation matrix, and regression analysis. The correlation matrix of the study revealed a strong positive (72.4%) relationship between organizational justice and employees' commitment with a 0.001 significant level.

Furthermore, the beta value of regression analysis has shown that if 1% of the focus is on organizational justice, a 0.715 change will occur in employees' commitment, with a significant 0.001 level. Conclusively, a strong positive relationship exists between

organizational justice and employees' commitment. In contrast, according to the results of regression analysis, the commitment of employees is highly dependent on the organization's well-defined justice policy and system, especially in the telecommunication sector of Nangarhar, Afghanistan.

### 5.1 Recommendations

The current study has shown the positive relationship and effect between organizational justice and employees' commitment in the telecommunication sector of Nangarhar province, Afghanistan. Therefore, the current study's findings have been recommended to the telecommunication sector to follow for the commitment of employees. This means the telecommunication sector has to improve employee commitment by adopting and following up on better justice policies in the organization.

- Researchers are recommended to investigate the same issue in other provinces' and country-level banking sectors.
- Others are suggested to study the same issue in capital and national-level organizations.
- Others are recommended to study the same issue with different methodologies and data collection tools.
- Others are suggested to study the effect of organizational justice on other variables in order to know its contribution importance in other factors.

### References

- Adewoyin, O. O. (2022). The influence of organizational justice on the organizational commitment of personnel in Southwest Nigerian public university libraries. *University of Dar es Salaam Library Journal*, 17(1), 54-71.
- Ahmad, S., & Roslan, N. (2016). Relationship between job stress and organizational commitment among public servants in Pontian, Johor. *International Journal of Business, Economics and Law*, 10 (2), 1-7.
- Akanbi, P. A., & Ofoegbu, O. E. (2013). Impact of perceived organizational justice on organizational commitment of a food and beverage firm in Nigeria. *International Journal of Humanities and Social Science*, 3(14), 207 -218.
- Akeke, N., Akeke, A., & Awolusi, O. (2015). The effect of job satisfaction on organizational commitment among non-academic staff of tertiary institutions in Ekiti State. *International Journal of Interdisciplinary Research Method*, 2(1), 25-39.
- Ali, M., & Saifullah, Z. (2014). Distributive and procedural justice as predictors of job satisfaction and organizational commitment: A case study of banking sector of Balochistan. *European Journal of Business and Management*, 6(34), 69-74.
- Allen, N.J. & Meyer, J.P. (1990). The Measurement and Antecedents of Affective, Continuance, and Normative Commitment in the Organization. *Journal of Occupational Psychology*, 63, 1-18.
- Alromeedy, B. (2017). The effect of organizational justice on organizational commitment in the Egyptian travel agencies –from employees' perspectives. *Minia. Journal of Tourism and Hospitality Research*, 2(1), 38 -56.
- Ambrose, M. L., & Schminke, M. (2009). The role of overall justice judgments in organizational justice research: A test of mediation. *Journal of Applied Psychology*, 94, 491-500

- Amusa, O., Iyoro, A., & Ajani, F. (2013). Work environments and job performance of librarians in the public universities in South-West, Nigeria. *International Journal of Library and Information Science*, 5(11), 457-461.
- Baridam, D. M., & Nwibere, B. M. (2008). *Understanding and managing organizational behaviour*. Sherbrooke Associates, Port Harcourt.
- Barsky, A., & Kaplan, S. (2007). If you feel bad, it is unfair: A quantitative synthesis of affect and organizational justice perceptions. *Journal of Applied Psychology*, 92, 286-295.
- Cherian, S. (2018). Relationship between organizational commitment and job satisfaction of Nurses in Dubai Hospital. *Journal of Advances in Social Science and Humanities*, 4(1), 36373-36400.
- Chiazor, A., Eketu, C., & Needorn, R. (2018). Distributive justice and organizational commitment in Rivers State civil service. *International Journal of Inflation & Good Governance Quagmire in Africa*, 10(4&5), 27- 47.
- Don-Baridam, L. (2017). Emotional Intelligence and Organizational Commitment in Three Industrial Sub-sections in Rivers State, *International Journal of Advanced Academic Research/Social & Management Science*, 8 (9) 1-17.
- Estiningtyas, E. & Darmanto, S. (2018). Mediating role of organizational commitment in developing employee performance- study in regional secretariat of Blora region, central Java, Indonesia. *International Journal of Research - Granthaalayah*, 6(2), 283-291.
- Friday, E., & Ugwu, J. (2019). Organizational justice and employee commitment of selected private secondary schools' teachers in Nigeria. *International Journal of Management & Entrepreneurship Research*, 1(1), 18-30.
- Greenberg, J. & Baron, R. A. (1997). *Behavior in Organization*. New Jersey: Prentice-Hall Inc.
- Greenberg, J. (1987). A taxonomy of organizational justice theories. *Academy of Management Review*, 12, 9-22.
- Jang, J., Lee, D. W., & Kwon, G. (2021). An Analysis of the Influence of Organizational Justice on Organizational Commitment. *International Journal of Public Administration*, 44(2), 146-154. <https://doi.org/10.1080/01900692.2019.1672185>
- Khaola, P. and Rambe, P. (2021), "The effects of transformational leadership on organizational citizenship behavior: the role of organizational justice and affective commitment", *Management Research Review*, 44(3), 381-398. doi.org/10.1108/MRR-07-2019-0323
- Kaplan, M.P. Ogut, E., Kaplan, A. & Aksay, K. (2012). The Relationship Between Job Satisfaction and Organizational Commitment: the Case of Hospital Employees, *World Journal of Management*, 4(1), 22-29.1
- Karanja, G. (2016). *Effect of organizational justice on organizational commitment in public secondary schools and commercial banks in Kenya*. (Unpublished Thesis), Jomo Kenyatta University of Agriculture and Technology, Kenya.
- Krishnan, R., Loon, K., Ahmad, N., & Yunus, N. (2018). Examining the relationship between organizational justice and job performance. *International Journal of Academic Research in Business and Social Sciences*, 8(3), 466-477.
- Mayowa-Adebara, O., & Aina, F. (2016). Work environment and organizational commitment of staff in academic libraries in Lagos State, Nigeria. *Journal of Applied Information Science and Technology*, 9 (1), 39 -48.

- Mendryk, I. (2017). The impact of procedural and distributive justice upon organization commitment of age-diversified employee. *Annales Universitatis Mariae Curie-Skłodowska, LI* (3), 107-114. doi.10.17951/h.2017.51.3.107
- Ogbah, E. (2013). Leadership style and organizational commitment of workers in some selected academic libraries in Delta State. *International Journal of Academic Research in Business and Social Sciences*, 3(7), 110-118.
- Owoyemi, O., Oyelere, M., Elegbede, T., & Gbajumo-Sheriff, M. (2011). Enhancing employees' commitment to organization through training. *International Journal of Business and Management*, 6(7), 280-286.
- Raza, A., Saleem, S., & Qamar, B. (2014). An investigation of the impact of emotional intelligence on job performance through the mediating effect of organizational commitment: An empirical study of Banking Sector of Pakistan. *Information and Knowledge Management*, 4(10), 19-27.
- Salau, O., Worlu, R., Osibanjo, A., Adeniji, A., Falola, H., Olokundun, M., ... & Ogueyungbo, O. (2020). The impact of workplace environments on retention outcomes of public Universities in Southern Nigeria. *Sage Open*, 10(2), 2158244020930767.
- Schappe, S. P. and Doran, A. C. (1997). Participative Decision Making and Organizational Commitment: Comparing Nigerian and American Employees Cross Cultural Management: *An International Journal*. 17 (4), 368-392.
- Stazyk, E. C., Pandey, S. K., & Wright, B. E. (2011). Understanding Affective Organizational Commitment: The Importance of Institutional Context. *The American Review of Public Administration*, 41(6), 603-624.
- Tolukan, E., & Akyel, Y. (2019). Research on the relationship between trainers' turnover intention and organizational justice. *International Journal of Higher Education*, 8(1), 181-192.
- Yang, J. & Cho, I. (2017). Organizational justice in higher education: Perceptions of Taiwanese professors and staffs. *Contemporary Issues in Education Research*, 10(4), 231-240. <https://doi.org/10.19030/cier.v10i4.10037>

---

### About the Authors

**Mr. Hamdullah Nizami**, Lecturer, MBA Department, Faculty of Economics, Khurasan University, Nangarhar, Afghanistan. <hamdullah10nizame@yahoo.com>

**Mr. Haji Muhammad Salihi**, MBA Department, Faculty of Economics, Khurasan University, Nangarhar, Afghanistan.