Perceived Organisational Justice and Employee Commitment: The Role of Organisational trust among Academic Staff in Nigeria

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Abstract

Employee commitment is sacrosanct to achieving strategic organisational goals and objectives. The study explored the mediating role of organisational trust in the relationship between perceived organisation justice and employee commitment among academic staff of Federal Polytechnic Kaura-Namoda and Federal College of Education (Technical), Gusau Zamfara state. The study is quantitative in approach employing both survey and cross-sectional research designs. The sample of 232 was used out of the population of 936 academic staff of these institutions. A self-administered questionnaire was utilised to solicit response from the respondents using a stratified random sampling technique. The study used Statistical Package for Social Sciences (SPSS) to run the preliminary analyses while Structural Equation Model (SEM) was used to run the measurement and structural models. The findings revealed that distributive justice and procedural justice have significant and positive effect on employee commitment. Furthermore, organisational trust significantly partially mediated the relationship between distributive justice and employee commitment. Similarly, organisational trust significantly partially mediated the relationship between procedural justice and employee commitment. The study recommended that the institutions management should ensure that the procedure through which decisions affecting the employees are equitable and fair.

Keywords: Distributive justice, Employee commitment, Organisational trust, Perceived organisational justice, Procedural justice.

1.0. Introduction

More than ever before, a happy workforce is essential to business success. Therefore, calls for strategic monitoring of employees to optimum productivity partly owing to the complicated, dynamic environment in which organisations operate today (Ojeleye, Bakare, & Kareem, 2020). More so, the increase in globalisation has equally heightened the level of competition between organisations and this has led to the formulation of competitive strategies by firms to set themselves apart from rivals (Abimbola, Oyatoye, & Oyenuga, 2020). Employee commitment

has been emphasized as essential for increasing productivity, acquiring long-term competitive advantages, and achieving the best performance possible for any organisation (Stackhouse, Zaman, & Turner, 2022). Currently, no organisation can succeed at its top levels unless every employee is committed to the organisation's objectives (Stackhouse et al., 2022). Hence, it is imperative to understand the concept of commitment and its influence for feasible outcome (Andrew, 2018).

Committed employees develop a bond with an organisation, connect to their career, develop relationships with co-workers, perform better and serve the organisation better (Andrew, 2018). Employee commitment is defined as the mental bond between an employee and the organisation, its goals, and their desire to stay with the company throughout its operations (Aziz et al., 2021). To Stackhouse et al. (2022) it refers to an employee's psychological involvement in a job with a sense of joy and passion towards the strategic accomplishment of organisational objectives. Sadly, employees are losing commitment to their organisations for a variety of reasons as they commonly record less hours of work in a day before taking time off for breaks, waste firm's resources, responding to personal issues, visitors, or programs at the cost of the organisation (Alao, 2021). In addition, Gallup (2022) reported that globally 79% of employees are not committed and disengaged from work. The Nigerian commitment figure is even more worrisome as 85% of employees both in the public and private sector are not committed to the organisation. Andrew (2018) elucidated that there seems to be a commitment crisis in public service in Nigeria with instances of high absenteeism, corruption, lackadaisical attitude, bullying, ostracism and insolence reported (Onoyase, 2019). These counterproductive behaviours have been identified by scholars as antecedents of poor employee commitment (Pratama & Parahyanti, 2019; Asiyai & Oghuvbu, 2020; Hsi, 2017). In essence, Alao (2021) noted that although these issues are not unusual with private companies, they seem to be more prevalent with Nigeria's governmental institutions.

Undoubtedly, the public tertiary institutions in Nigeria are plagued by poor commitment on the part of academic staff (Abimbola et al., 2020). The primary duty as institution employees is to guarantee that the caliber of graduates meets international standards (Atanda & Adewale, 2020). Unfortunately, Abimbola et al. (2020) stated that the low quality of Nigerian graduates has increased at an alarming pace, contributing to the nation's very high unemployment rate. Meanwhile, the employees of public tertiary institutions must deal with challenges including poor funding, crumbling infrastructure, labour strikes, declining teaching and research standards capable of demoralising and preventing them from been committed and the institutions gaining competitive edge globally (Akanji, Ajonbadi, & Mojeed-Sanni, 2018). Moreover, unfairness toward these personnel pervades the atmosphere of Nigeria's public tertiary institutions. Instances of poor working conditions and complaints about non-compliance with mutual agreements between their employer and the staff union continue to worry the average Nigerian.

Based on the theoretical postulation of social exchange theory ideas of reciprocity, rationality, trust and fairness (Emerson, 1976), when employees perceive negative ambiance in the workplace, they are likely to reciprocate along the same line by lowering their commitment to the organisation based on the notion of rationality. However, when they perceive abundance of job resources such as organisational justice, they are mostly likely to be highly committed to the organisation. This line of thought is supported by plethora of studies linking perception of organisational justice to employee commitment (e.g., Imamoglu, Ince, Turkcan, & Atakay, 2019; Unaam & Benjamin, 2021; Supriya & Dadhabhai, 2020; Suifan, 2019). However, prior studies have largely focused on the role of organisational justice on employee commitment. As a consequence, the current study expanded on this line of investigation by delving deeper into the mechanism of organisational trust between organisational justice and employee commitment. The present study posited that perceived fairness in the organisation ensures that employees trust the organisation and the processes in the organisation towards employee commitment based on the mediation typology of Baron and Kenny (1986). Consequently, the study investigated the mediating role of organisational trust in the relationship between perceived organisational justice and employee commitment of academic staff in Nigeria.

2.0 Review of Related Literature

This section discusses relevant literature on employee commitment, distributive justice, procedural justice, organisational trust, the underpinning theory and conceptual framework.

2.1 Concept of Employee Commitment

Employee commitment continue to a popular construct owing to ability to positively influence employee performance and reduce employee turnover intentions (Stackhouse et al., 2022; Sarpong, Akom, Kusi-owusu, Ofosua-adjei, & Lee, 2021; Alao, 2021 & Andrew, 2018) and subsequently organisational productivity (Ezeanolue, Okoye, & Nwankwo, 2021). Employee commitment is the psychological immersion of an employee in task with passion and excitement towards strategic achievement of organisational goals (Stackhouse et al., 2022). Towing the same line of thought, Ajimuse (2020) defined it as the extent to which an employee identifies with the aims and values of the organisation and is prepared to make efforts to support it. In essence, both definitions posited that employee commitment comprises an individual's active behaviour in ensuring that organisational objectives are successfully attained. A different perspective of employee commitment was explored by Ezeanolue et al. (2021) they viewed employee commitment as continuous attachment of an employee towards the organisation.

Similarly, Sarpong et al. (2021) see it as the employee's readiness to continue working for the organisation and align his goals with the same. Plethora of studies (e.g., Suifan, 2019; Unaam & Benjamin, 2021) categorised employee commitment into three dimensions; affective, normative, and continuance commitment. Affective commitment is defined as an employee's emotional connection, affiliation, and participation with the organisation (Unaam & Benjamin, 2021). Continuance commitment is the decision of an employee to stay with the current firm due to the expense of quitting (Imamoglu et al., 2019) and normative commitment is the dedication an employee feels he has to the organisation or his sense of duty towards his workplace (Ezeanolue et al., 2021). However, this study employed a broader unidimensional employee commitment scale of Klein, Cooper, Molloy and Swanson (2014); defining commitment more precisely and distinctively and in a manner applicable to all dimensions. Klein et al. (2014) asserted that commitment has the same meaning and acts similarly across dimensions. This does not imply that dimensions are interchangeable or irrelevant, but it does imply that distinct definitions and measures for various dimensions are unneeded.

2.2 Concept of Perceived Organisational Justice

Given that justice is a crucial factor in understanding how employees behave in organisations, the word "justice" is often used to represent "righteousness" or "fairness" (Imamoglu et al., 2019). Muharram-Zadeh (2012) cited by Unaam and Benjamin (2021) organisational justice refers to fair and equal treatment of employees by organisations. Three dimensions of organisational justice have been discussed in extant literature; distributive, procedural and interactional justice.(Goergen, Pauli, Cerutti, & Perin, 2018; Fernández-Salinero, Abal, & Topa, 2019). Distributive justice analyses the perceived fairness of the employees on what they receive from the organisation, that is, the distribution of resources (Goergen et al., 2018). Procedural justice refers to the perception of fairness in the decision-making process, which includes the motivations, strategies, mechanisms, and procedures used to decide on outcome (Ghasi, Ogbuabor, & Onodugo, 2020). Simply put fairness in allocation of outcomes (Dorji & Kaur, 2019). While, interactional justice refers to fairness in relationship between managers and employees in term of information sharing

without biases (Bilal, Muqadas, & Khalid, 2017). However, Murtaza, Shad, Shahzad, Shah and Khan (2011) indicated that distributive and procedural justice are higher indicators of workplace employee commitment. Thus, these two aspects form the crux of this study. Meanwhile, previous studies have established significant relationship between perceived organisational justice and employee commitment. For instance, Dorji and Kaur (2019) examined the effect of organisational justice on employee commitment of teacher in Bhutan. The study established that distributive, procedural and interactional justice have positive significant effect on teachers' commitment. In addition, Unaam and Benjamin (2021) conducted a research on the distributive dimension of organisational justice and three dimensions of employee commitment in Port-Harcourt Area command of Nigeria Police reported that distributive justice positively influence affective, normative and continuance commitment. Similarly, Khattak, Sindhu, Haider and Urooj (2017) found a strong association between procedural justice and employee commitment and further found that pay satisfaction moderated in the relationship. Thus, this study hypothesised two dimensions of organisational justice *i.e.,* distributive and procedural justice effect on employee commitment stated below:

H_{01}: Distributive justice does not have significant effect on employee commitment of academic staff in public tertiary institution in Nigeria.

H_{02}: Procedural justice does not have significant effect on employee commitment of academic staff in public tertiary institution in Nigeria

2.3 Concept of Organisational Trust

To trust someone is to have faith and hope that they will behave in your best interests (Lewicka, Karp-Zawlik, & Pec, 2022). In the context of the organisation it is the employee's or a group of employees' confidence in the organisation is that it will use all reasonable efforts, whether stated or inferred, to behave in line with its obligations (Gider, Akdere, & Top, 2019). To Mishra (1996) cited by Rédha, Yasser, Brahim and Chatt (2022) organisational trust is the willingness of the employee to be vulnerable in relation to another party (employer), based on the belief that the latter is competent, open, concerned and reliable. Ojeleye and Bakare (2020;6) defined organisational trust as "the level of reliance, belief, credibility and sureness that an employee has on the organisation in doing what is needful and essential at all times".

Plethora of studies (*e.g.,* Benawa, Triantono, & Siallagan, 2021; Rédha et al., 2022; Lewicka et al., 2022; Kalu, Amuche, Joseph, & Solomon, 2019) have established strong relationship between organisational trust and employee commitment. On the assertions that the vulnerability and confidence of employees will induce commitment towards the organisation. Meanwhile, to the best of our knowledge no prior studies have employed organisational trust as a mediator of the relationship between perceived organisational justice and employee commitment. However, organisational trust has been utilised as a mediator of the relationship between certain job factors and employee commitment. For instance, Loor-Zambrano, Santos-Rold and Palacios-Florencio (2022) confirmed that organisational trust mediated the relationship between corporate social responsibility and employee commitment. Additionally, Ghimire (2019) found that organisational trust mediated the relationship between job satisfaction and employee commitment. Therefore, it is concluded organisational trust can mediate the relationship between job and organisation factors and employee commitment. Although existing empirical evidence revealed well-established associations between organisational justice and employee commitment, as well as organisational trust and employee commitment, the mediating role of trust in paths between organisational justice and employee commitment has yet to be explored. Hence, based on the

recommendations of Baron and Kenny (1986), this study argues that the intervening role of organisational trust could possibly explain perceived organisation justice influences on employee commitment.

H_{03}: Organisational trust does not significantly mediate the relationship between distributive justice and employee commitment of academic staff in public tertiary institutions in Nigeria

H_{04}: Organisational trust does not significantly mediate the relationship between procedural justice and employee commitment of academic staff in public tertiary institutions in Nigeria

2.4 Social Exchange Theory (SET)

The social exchange theory (SET) propounded by Homans (1958) was employed to underpin this study. The theoretical postulation of this theory is based on the ideas of reciprocity, rationality, trust and fairness (Emerson, 1976). Homans (1958) posited that humans possess an inherent nature of wanting one thing in exchange for another which often the basis for relationships. Additionally, people are rational and will reciprocate when in exchange (Cook, Cheshire, Rice, & Nakagawa, 2013). The exchange can evolve into a long lasting relationship only when trust is involved since social exchanges require more trust than economic exchange (Blau, 1961). Essentially, Allred (2016) argued that SET can be used to understand behavioural modifications i.e., why people change behavioural patterns. Hence, this study posited that when employees perceived that the justice system both distributive and procedural are fair, they will have confidence, believe and trust in the organisation and likely to spur them to be committed to the organisation based on the ideas of reciprocity and rationality inherent in social exchange theory.

2.5 Conceptual Framework

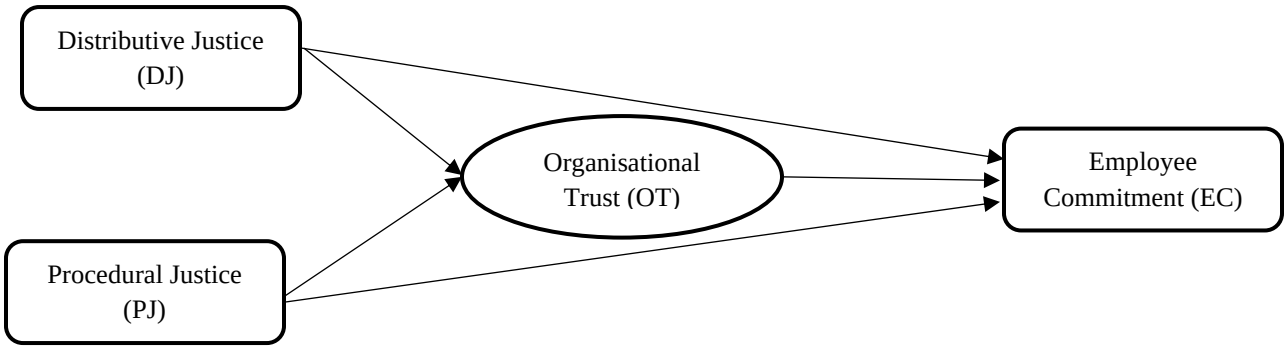

Figure 2.1: *Research Model*

The conceptual framework depicted above shows that the predictor variables; distributive justice (DJ) and procedural justice (PJ), predicting the criterion variable; employee commitment (EC) through the mediator variable organisational trust (OT).

3.0 Research Methodology

The research is quantitative in design because it collects and uses numerical data to define the study components and evaluate theories and hypotheses (Hair, Page, & Brunsveld, 2020; Antwi & Hamza, 2015). Specifically, the study utilised both the survey and cross-sectional research designs. In survey research, data are gathered from a population of randomly chosen respondents by administering standardized questionnaires (Odoh & Ihedigbo, 2014). On the other hand, cross-sectional research also known as one-short, in which the researchers simultaneously examined the

study's respondents' exposures and outcomes (Setia, 2018). According to the Registry departments of the two institutions, the population of the study is 939 people, including 232 academic staff members from Federal College of Education (Technical) Gusau and 707 academic staff members from Federal Polytechnic Kaura-Namoda, both in Zamfara state. The formula for Cochran's sample size for a finite population, was used to get the sample size of 273 provided below:

$$\text{Sample size} = \frac{\frac{z^2 \times p\,(1-p)}{e^2}}{1 + \left(\frac{z^2 \times p\,(1-p)}{e^2 N}\right)}$$

Where Z = z-score for 95% confidence level is 1.96; *p* = standard of deviation is 0.5 and *e* = margin of error also known as confidence interval is 0.05 and N = population of the study =939. Additionally, to reduce non-response error which may arise owing to the failure to obtain information from enough respondents which is capable of introducing bias to the study (Sekaran & Bougie, 2016). Israel (2013) suggested increasing the sample size by 10%. As a result, the sample size was raised from 273 to 300 by 10% (273 x 1.10 = 300).

The study used proportional stratified sampling to guarantee that every employee in the two institutions had an equal chance of being chosen, with each institution acting as a stratum and receiving a questionnaire proportionate to its population. Hence, 178 (79%) and 54 (73%) of the 226 and 74 pieces of questionnaire distributed to Federal Polytechnic Kaura-Namoda and Federal College of Education (Technical) Gusau, respectively, in Zamfara state, were valid and used for further analysis; this is equivalent to a returned rate of 77% shown in table 3.1 below:

Despite the fact that the 77% of 232 returned rate is lower than the initial sample size of 273 respondents, Ali, Ciftci, Nanu, Cobanoglu, and Ryu (2020) argued that there is no "commonly acknowledged norm" as to what makes an appropriate response rate. Malhotra and Grover (1998) stated that a response rate of 50% is sufficient and reasonable to draw a reliable generalisation. The study used the 77% response rate generated for the study findings.

3.1 Measures

All the quantitative scales were adopted from the original sources. First, employee commitment was measured using Klein, Cooper, Molloy and Swanson (2014) unidimensional commitment scale with reported Cronbach's alpha ranging from 0.86 to 0.900 revealing that the scale is appropriate for this study and for this study is reported as 0.851 An example of the question is: How committed are you to your organisation? Assessed on five-point Likert scale 1 not at all to 5 extremely. Second, distributive and procedural justice was measured using perceive organisational justice scale of Niehoff and Moorman (1993). The distributive justice is a 5-item scale with sample question: My work schedule is fair with reported Cronbach's alpha of 0.89 detailing that the scale is credible assessed on five-point Likert scale 1 strongly disagree to 5 strongly agree and for this study the Cronbach's alpha is 0.839. Similarly, procedural justice was measured using 6-item scale with sample question: Job decisions are made by my superiors in an unbiased manner with reported Cronbach's alpha of 0.90 showing that the scale is appropriate for this study assessed on five-point Likert scale 1 strongly disagree to 5 strongly agree and for this study the Cronbach's alpha is 0.918. Lastly, organisational trust was measured using Huff and Kelley (2003) internal trust scale with sample question: There is a very high level of trust

throughout this organisation. The reported Cronbach's alpha was 0.830 revealing that the scale is appropriate for this study assessed on five-point Likert scale 1 strongly disagree to 5 strongly agree and for this study the Cronbach's alpha is 0.865.

4.0 Data Analyses Technique

Data were analysed using Statistical Software for Social Sciences (SPSS) version 24. As recommended by Hair, Hult, Ringle, and Sarstedt (2014), missing values were replaced using mean substitution because they were less than 10% for the case and 20% for the variable. Harman's one-factor test results of 38% variance indicate that there is no common method bias since the value is less than 50% (Hair et al., 2014). Additionally, the two predictor variables were subjected to a multicollinearity test; the results showed that the variance inflation factor (VIF) value was 3.7% below the 10% cutoff point for collinearity problems, as advised by Hair et al (2014). The data was approved as clean and suitable for further investigations. The two-basic models of PLS path modelling; the measurement model and structural model, were analysed and computed using SmartPLS 3.3.8.

4.1 Research Findings

The research findings are discussed under the two basic models of structural equation modelling (SEM); the measurement and structural models using SmartPLS 3.3.8 below.

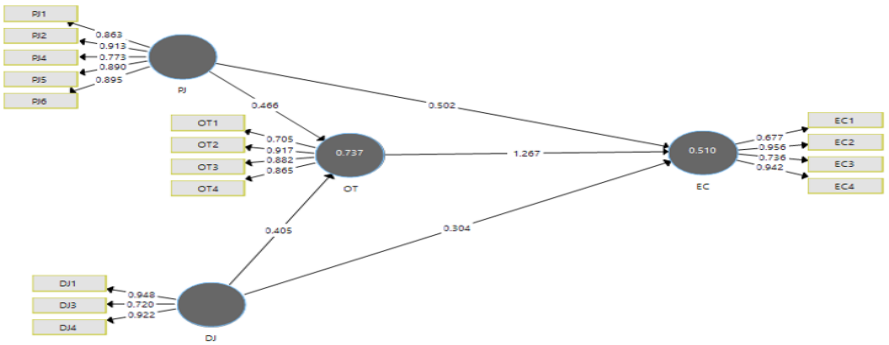

Figure 4.1: Measurement Model

The items loadings were examined and only items that loaded 0.40 and above were retained (Hair, Hult, Ringle, Sarstedt, Danks & Ray, 2021). Items PJ3, DJ2, DJ4 were deleted owing to loadings below 0.40. The internal consistency was measured using composite reliability and all variables reached the satisfied criteria of 0.70 as recommended by Hair et al. (2014) as the lowest is 0.901 and the highest is 0.938. In addition, Average Variance Extracted (AVE) was examined to confirm the convergent validity and have all met the criteria provided by Fornell and Larcker (1981). In other words, the values of AVE were greater than 0.5, as it ranges between 0.700 and 0.756. These are presented in table 4.1 below:

Table 4.1: Study(n=232): Loadings, Cronbach's Alpha, Composite Reliability and Convergent Validity (AVE)

Construct	Indicators	Loadings	Cronbach's Alpha	Composite Reliability	AVE

Employee Commitment	EC1	0.677	0.851	0.901	0.700
	EC2	0.956			
	EC3	0.736			
	EC4	0.942			
Procedural Justice	PJ1	0.863	0.918	0.938	0.754
	PJ2	0.913			
	PJ4	0.773			
	PJ5	0.890			
	PJ6	0.895			
Distributive Justice	DJ1	0.948	0.839	0.902	0.756
	DJ3	0.720			
	DJ5	0.922			
Organisational Trust	OT1	0.705	0.865	0.909	0.716
	OT2	0.917			
	OT3	0.882			
	OT4	0.865			

Heterotrait-Monotrait (HTMT) ratio of correlations were used in the study to verify the components' discriminant validity. HTMT ratio was proposed by Henseler, Ringle, and Sarstedt (2015) as a result of Fornell and Larcker Criterion's failure to identify lack of discriminant validity. According to Hair et al. (2021), HTMT0.90 threshold should be used when the constructions are conceptually similar, while HTMT0.85 threshold should be used when the constructs are conceptually distinct. Consequently, the study utilised $HTMT_{0.90}$ since the predictor variables are conceptually similar as all the figures in table 4.2 below are less than 0.90. Thus, discriminant validity is confirmed.

Table 4.2 *Heterotrait-Monotrait (HTMT) Correlations Discriminant Validity*

Construct	**DJ**	**EC**	**OT**	**PJ**
DJ				
EC	0.587			
OT	0.695	0.344		
PJ	0.731	0.345	0.656	

4.1.1 Structural Model

The hypotheses of the study were tested with structural model. A total of 500 bootstrapping was conducted to test the hypotheses for the direct and mediating relationship. The coefficient of determination (R^2), effect size (f^2) and predictive relevance (Q^2) were analysed and reported.

4.1.2 Test of Hypotheses (Direct)

Table 4.3: *Test of Path Coefficient (Hypotheses)*

Hypotheses	Relationship	Beta	Standard Error	T-value	P-value	Decision
H_{01}	DJ-> EC	0.304	0.098	3.104	0.002	Rejected
H_{02}	PJ->EC	0.502	0.137	3.664	0.000	Rejected

R^2=0.510

The first hypothesis in table 4.3 above distributive justice has significant and positive effect on employee commitment. The positive beta value shows that 1% increase in distributive justice

will result in 0.30% increase in employee commitment of academic staff of the selected institutions. Thus, H_{01} which states that distributive justice (DJ) does not have significant effect on employee commitment is rejected. The finding is incongruence with studies of Dorji and Kaur (2019) and Unaam and Benjamin (2021). The second hypothesis likewise revealed that procedural justice has significant and positive effect on employee commitment. The positive beta value of 0.502 can be interpreted as a 0.50% increase in employee commitment for every 1% increase in procedural justice. Hence, H_{02} which states that procedural justice (PJ) does not have significant effect on employee commitment is rejected. The finding is tandem with studies of Dorji and Kaur (2019) and Khattak et al. (2017). Menawhile, The R^2 stood at 0.510. Chin (1998) recommended that R^2 values of 0.67, 0.33 and 0.19 is regarded as substantial, moderate and little respectively. Thus, the study's R^2 value based on Chin's recommendation is moderate. The R^2 shows that the predictor variables; distributive justice, procedural justice and the moderating variable organisational trust jointly account for 51% variations in employee commitment while the remaining 39% is explained by other variables not included in the model.

4.1.3: Test of Hypotheses (Mediation)

To ascertain the mediation effect, direct effect, indirect effect and total effect are required (Zhao, Lynch, & Chen, 2010). The total effect is the effect of the predictor variable on the outcome variable without the inclusion of the intervening variable (Agler & De-Boeck, 2017). The direct effect is the effect of the predictor variable on the outcome variable when the mediating variable is incorporated. While the indirect effect is the effect of the predictor variable on the outcome variable via the mediating variable (Cheah, Memon, Chuah, Ting, & Ramayah, 2018).

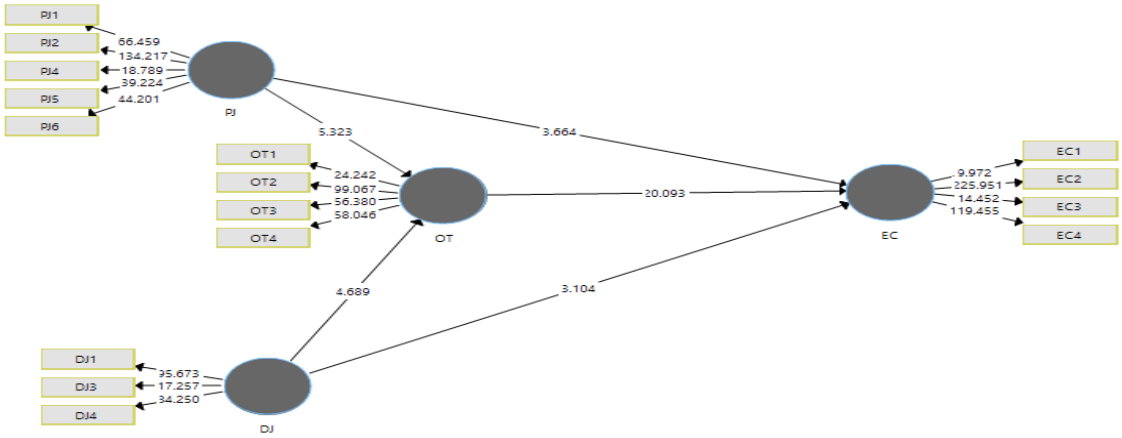

Figure 4.2: *Structural Model*

Table 4:4 *Result of the Direct, Indirect and Total Effect*

		Total Effect		Direct Effect		Indirect Effect	
Hypotheses	**Code**	**Coefficient (β)**	**P-values**	**Coefficient (β)**	**P-values**	**Coefficient (β)**	**P-values**
H_{03}	DJ	0.405	(4.689)0.000	0.304	(3.104)0.002	0.514	(4.376)0.000

H_{04}	PJ	0.466	(5.323)0.000	0.502	(3.664)0.000	0.591	(5.369)0.000

The output result presented in Table 4.4 above, it is clearly seen that all the effects are significant at 1% for distributive justice. Total effect is significant with (β=0.405, *t*=4.689, p=0.000), the direct effect is significant at 1% with (β=0.304, *t*=3.104, p=0.002) and the indirect effect is significant with (β=0.514, *t*=4.376, p=0.000). According to Zhao et al. (2010), there is full mediation when the direct effect is not significant while the indirect effect is significant. However, when both the direct effect and the indirect effect are significant, then partial mediation exist. On the other hand Hair, (2014) advocated the use of variance accounted for (VAF) calculated as coefficient (β) of total effect divided by the coefficient (β) of indirect effect. VAF value >80% is full mediation, 20%≤ VAF≤80% is partial mediation and VAF<20% is no mediation. Consequently, from Table 4.4 above both direct and indirect effects are both significant as such partial mediation exists. Likewise, the VAF value (0.405÷0.514*100=79%) as such partial mediation is confirmed. In addition, Zhao et al. (2010) ascertained that when the coefficients of direct and indirect effects are both positive, then complementary mediation is said to exist. In sum, the third hypothesis (H_{03}) conclude that organisational trust partially mediated the relationship between distributive justice and employee commitment. Likewise, the fourth hypothesis, the total effect is significant with (β=0.466, *t*=5.323, p=0.000), the direct effect is significant at 1% with (β=0.502, *t*=3.664, p=0.000) and the indirect effect is significant with (β=0.591, *t*=5.361, p=0.000). Based on Zhao et al. (2010) typology partial mediation exist since both total effect, direct effect and indirect effect are all significant. Similarly, using use of variance accounted for (VAF) as recommended by Hair et al. (2014), the VAF value (0.466÷0.591*100=24%) also confirms partial mediation. In addition, since the coefficients of direct and indirect effects are both positive, then complementary mediation is said to exist as recommended by (Zhao et al., 2010). In sum, the fourth hypothesis (H_{04}) conclude that organisational trust partially mediated the relationship between procedural justice and employee commitment.

Furthermore, Zhao et al. (2010) noted that it is crucial to determine the upper and lower level confidence interval. They asserted that notwithstanding the statistical significance of the indirect effect, both confidence interval levels should be on the same side. In other words, if the lower confidence interval is positive, the upper confidence interval level should be positive vice-versa. The 2.5% and 97.5% are recommended for the lower confidence interval level and the upper confidence interval level respectively. As such, from Table 4.5 below both the lower confidence interval level and the upper confidence interval level are positive and there is no zero (0) between them. Consequently, it can be concluded that mediation exists using confidence interval.

Table 4.5: *Result of Indirect Effect and Confidence Interval*

Relationship	Indirect Effect				Mediation
	Coefficient (β)	S.E	T-value	P-value	BI (2.5%; 97.5%)
DJ->OT->EC	0.514	0.117	4.376	0.000	(0.235;0.570)
PJ->OT->EC	0.519	0.110	5.369	0.000	(0.226;0.770)

4.2 Effect Size and Predictive Relevance

The study examined the effect size of the exogenous variable on endogenous variable using the f^2. Cohen (1988) suggested that f^2 values of 0.02, 0.15, and 0.35, to represents small, medium,

and large effects respectively. Q^2 was used to determine the predictive relevance of the exogenous variable. Garson (2016) is of the opinion that Q^2 value of 0 or negative showed that the model is irrelevant in predicting the endogenous variable the results are presented in Table 4.6 below:

Table 4.6: *Assessment of Effect Size (f^2)*

Construct	f^2 (OT)	Effect Size	f^2 (EC)	Effect Size
Distributive Justice	0.075	Small	0.021	Small
Procedural Justice	0.099	Small	0.056	Small
Organisational Trust			0.864	Large

Q^2 EC=0.308 & Q^2 *OT*=0.454

5.0 Conclusion and Recommendations

The loyalty of employees to the organisation is sacred and guarantees the accomplishment of strategic objectives. However, it requires a lot of work from the organisation's side to make sure that employees are dedicated to the organisation. The path to developing employee commitment via trust in the organisation has therefore been identified as guaranteeing that the employees have the proper viewpoint of organisational justice. This study concluded that when employees have the right perspective of organisational justice, they will trust the organisation which explained why the are committed to the organisation goal and objectives. Consequently, based on the findings of the study, the following recommendation are advanced

The institutions management should ensure that the procedure through which decisions affecting the employees are equitable and fair. The management of these institutions should make sure that there is fairness in allocating distribution of justice without any room for nepotism, tribalism and sectionalism. Management of these institutions should ensure that trust is built between them and the academic staff. This can be achieved through environment of openness, participation of these employees in decision making and inclusive management to drive employee commitment. The Federal Government of Nigeria being the employer of these employees should ensure that the process of procedure and distribution of justice is fair in these institutions.

6.0 Implication

The outcomes of this study can be used to establish a research relationship between perceptions of organisational justice, organisational trust, and employee commitment in the Nigerian context. The findings may be utilised to raise awareness of the two most important antecedents of employee commitment: perceived organisational justice and organisational trust. The findings also indicate that both two dimensions of organisational justice and organisational trust are important in academic staff commitment in public institutions. Tertiary institutions can instil practices of fairness and trust in their employees to develop and increase their commitment, so increasing the productivity of their employees and, eventually, the productivity of their organisation. Furthermore, the research can assist businesses increase employee commitment in their jobs and in organisations by analysing fairness in procedures, allocation of resources and incentives, and respect and support for employees. By providing procedural and distributive justice in organisations, employers increase employee trust and, as a result, employees become more committed. In addition, the findings may be used by organisations to inform policy formation by indicating the existence or lack of organisational justice in procedures and distribution. This

organisational policy function may affect employees' trust in their organisation, hence increasing their commitment at work. The findings can also serve as a roadmap for organisations to achieve effective organisational practices that increase organisational trust in employees, because building trusting connections leads in committed employees. Lastly, Human Resource managers may use the findings to maintain fair processes, a fair performance assessment system, to award prizes and remuneration, and to promote people based on their performance. These justice-based policies may foster employee confidence in the business, which may eventually benefit the organisation.

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