

Organizational Justice and Employee Commitment in Deposit Money Banks in Rivers State, Nigeria

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Abstract: *The paper examined the relationship between organizational justice and employee commitment of Deposit Money Banks in Rivers State. The study's objective was to empirically examine how organizational justice relates with employee commitment in terms of normative, affective, and continuance commitment of Deposit Money Banks in Rivers State. The research design for the study was the explanatory cross-sectional survey research design. The study population consisted of two hundred and ninety-one (291) customers. From a population of 22 Money Deposit Banks, thirteen (13) Money Deposit Banks were conveniently selected. Thus, from the thirteen (13) banks conveniently selected, the sample size of the study was one hundred and sixty-two (162) tellers and customer service staff in the Head Office of thirteen (13) selected Money Deposit Banks in Rivers State. A total of one hundred and sixty-two (162) copies of the questionnaire were distributed to the target sample elements with the help of two (2) research assistants. 147 of them were retrieved. The data obtained from the field were analyzed using Spearman's Rank Order Correlation Coefficient and t-test with the aid of SPSS Version 22.0. Three hypotheses were tested using Spearman Rank Order Correlation. The study found that: there is a solid positive relationship between organizational justice and normative commitment in Deposit Money Banks in Rivers State; there is a strong positive relationship between organizational justice and affective commitment in Deposit Money Banks in Rivers State, and; there is a solid positive relationship between organizational justice and continuance commitment in Deposit Money Banks in Rivers State. The study concluded that organizational justice positively enhances employee commitment in deposit money banks, especially in terms of normative commitment, affective commitment and continuance commitment. Among others, the study recommended that deposit money banks in Nigeria at large and Rivers State in particular should ensure fair distribution of benefits so as not to give way for disunity and reduced commitment on the part of their employees.*

Keywords: Organizational Justice, Employee Commitment, Normative Commitment, Affective Commitment, and Continuance Commitment.

Background of Study

Employees are essential components that define an organization's performance and competitiveness, especially in the financial sector. Implementing rules, operations, and service plans require the devoted efforts of personnel. The decision to join or not join an organization is the root of employee commitment. This is connected to the organization's moral solid standards since they support employees in achieving the business's overall objectives (Abbas & Awan, 2017). It is impossible to overstate the importance of employee dedication. The ability of a company to achieve its objectives and adhere to its vision is one of the most crucial factors. Without a motivated staff, a company risks losing all they have worked so hard for over the years, including its market position and respect (Grant, 2018). Agada (2018) described it as a worker's willingness and preparedness to continue working for and meaningfully contribute to the business's success. Like other organizational settings, employment at deposit money banks may be quite demanding since it may be necessary for essential employees to put in extra time, particularly in emergencies.

The lack of commitment is one of the long-standing unhealthy conditions that plague our businesses, including financial institutions in Nigeria and Rivers State in particular. The problem of low or absent employee commitment has been the subject of several theoretical and empirical studies. However, despite the wealth of study findings and suggestions made by academics over the years, the typical employee still displays a lack of commitment to their employer (Ahiauzu and Asawo, 2009; Omolayo & Owolabi, 2007; Michael, 2010; Kabiru, 2011; Ebru, 2016).

The employees of the deposit money banks in Rivers State exhibit a poor level of devotion to their jobs, according to the researchers' observations and experiences. In support of the assertion above, Leedum (2019) criticized the persistent absenteeism, idle chatter, low morale, and increased desire for resigning among Nigerian commercial bank employees, all of which suggest a lack of commitment on the part of the workers. Despite strict measures like salary reductions, suspensions, pay increases, and other

economic conditions of service, the researcher's interactions with some of the managers revealed that absenteeism, neglect of duties, subpar customer service, task delays, and high unannounced labor turnover had remained the norm in the Deposit Money Banks. The fact that the issue of low employee commitment to these research and empirical remedies has persisted suggests that there may be a component of the workplace that has not been fully used in addressing the problem of poor commitment among staff in Deposit Money Banks. Justice in organizations is that component. However, the researcher uses normative commitment, emotional commitment, and continuity to quantify employee commitment in this study.

Organizational justice is a factor that may have an impact on employee behavior. Rahman *et al.* (2016) claim that organizational justice has been identified as motivating employees to work toward the organization's objectives. Accordingly, Shalhoop (2015) said that organizational justice is a matter of how employees feel about a company regarding how fairly the company or its representatives treat them. Conceptually speaking, organizational justice refers to how a company treats its employees and is seen as fair enough by those employees to encourage their loyalty to the organization. Organizational justice is concerned with all aspects of workplace behavior, including salary, access to training, and gender equality, as well as how bosses treat their subordinates. It is developed from equity theory, which contends that people evaluate justice depending on how much they contribute (input) and how much they receive (output) (Herbert, 2021).

Aim and Objectives of the Study

The paper aimed to determine the relationship between organizational justice and employee commitment to Deposit Money Banks in Rivers State. The specific objectives of the study include the following:

1. To ascertain the relationship between organizational justice and normative commitment of Deposit Money Banks in Rivers State.
2. To ascertain the relationship between organizational justice and affective commitment of Deposit Money Banks in Rivers State.
3. To ascertain the relationship between organizational justice and continuance commitment of Deposit Money Banks in Rivers State.

Research Hypotheses

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

- H₀₁: Organizational justice has no significant relationship with the normative commitment of Deposit Money Banks in Rivers State.
- H₀₂: Organizational justice has no significant relationship with the affective commitment of Deposit Money Banks in Rivers State.
- H₀₃: Organizational justice has no significant relationship with the continuance commitment of Deposit Money Banks in Rivers State.

Theoretical Framework

Sociologist George Homans developed the social exchange theory. The theory suggests that social behavior or human relationships are the outcomes of the exchange process (Blau, 1964). The purpose of this exchange is to maximize benefits and minimize costs. According to this theory, people weigh social relationships' potential benefits and risks. People will terminate or abandon the relationship when the risks outweigh the rewards. Most relationships are made up of a certain amount of give-and-take, but this does not mean they are always equal. The social exchange suggests that it is the valuing of the benefits and costs of each relationship that determine whether or not we choose to continue a social association. When an exchange starts with one party giving a benefit to another, if the recipient reciprocates, and consequently a series of beneficial exchanges occurs, feelings of mutual obligation between the parties are created (Coyle-Shapiro & Shore, 2015). For this study, the following are the assumptions of the theory:

1. Individuals seek to maximize profits while minimizing costs when interacting with others.
2. Individuals are rational beings, and within the limitations of their information, they calculate rewards and costs and consider alternatives before acting.
3. The standards individuals use to evaluate rewards and costs differ from person to person and can vary over time.
4. Social interactions are defined by interdependence, which means that the capacity to benefit in a relationship is dependant on the ability to reward others..
5. Trust and commitment result from the emergent experiences of individuals within relationships and help to stabilize relationships over the longer term.
6. The dynamics of interaction with relationships and the stability of relationships over time result from the contrasting levels of attraction and dependence experienced by the participants.

An organization will do what is justice with the central aim of influencing their workers to improve commitment, which will lead to better performance and productivity. Employees will also improve their commitment to better performance because they will benefit

from the organization in the long run. Once one amongst them (either organization or workers) slacks in their part for a long time, it will influence the other to also slack. This is to say that employees across organizations are committed to their work for the simple reason of what they have gained or envisaged to gain in the future, no matter how small. No person or organization is ready to be committed to what has not benefited them or envisaged to benefit them in the future.

Adopting this theory as the theoretical framework for this study is based on the fact that the theory is related to employee commitment resulting from what has been gained and more expected, or future expectation is on the ground. Another point that made this theory appropriate to be adopted as the theoretical foundation of this study is the fact that it explains and predicts that the level of organizational justice playing out in an organization will determine to a great extent whether an employee's commitment will be improved towards the betterment of the organization.

Concept of Organizational Justice

Greenberg first proposed organizational justice in 1987 and related to how employees view their employer's acts, choices, and behaviors and how these affect their attitudes and behaviors at work (Herbert, 2021). Organizational justice and fairness are closely related concepts. Employees will assess whether a decision is fair or unjust by their employers daily, whether on a small or large scale. These opinions affect a worker's dedication.

Rahman *et al.* (2016) claim that organizational justice has been identified as motivating employees to work toward the organization's objectives. Accordingly, Shalhoop (2015) said that organizational justice is a matter of how employees feel about a company regarding how fairly the company or its representatives treat them. According to Demirel and Yucel (2013), organizational justice is the evaluation of how each person feels about how the company treats them when pursuing its objectives. It refers to how employees perceive they have benefited from working for the company in return for their contributions. However, organizational justice is built on employees' belief in their supervisor that they are treated fairly (Williams *et al.*, 2012). This is supported by research conducted by Gbadamosi and Nwosu (2011) on the impact of entrepreneurial intention, organizational justice, and job satisfaction on the organizational commitment of Babcock University Staff, which revealed a positive relationship between job satisfaction, organizational justice, and organizational commitment as well as the fact that entrepreneurial intentions increase employee turnover.

The workers' assessment of the organization's treatment of members by the fairness principle is known as organizational justice (Demirel & Yucel, 2013). In terms of employee engagement in the decision-making process, organizational justice is viewed as a critical necessity for the functioning of companies (Akanbi & Ofoegbu, 2013). Employees respond more positively to an organization's commitment when its processes, regulations, relationships, and distribution mechanisms are fair and reasonable—improved organizational fairness results in better employee performance. With the aid of distributive and procedural justice, companies' management must increase employees' job satisfaction and organizational commitment and decrease their likelihood of leaving their jobs (Ajala, 2015). In the words of Demirel and Yucel (2013), organizational justice is the “combination of employee's attitudes to their organizations as a result of comparison of expected outcomes by employees in exchange for their contributions to their own organization with expected outcomes by employees of other organizations.” However, an organization must provide organizational justice to a worker who has contributed to the firm's success (Demirel & Yucel, 2013). Therefore, their level of organizational commitment is directly influenced by the organization's level of fairness toward its employees (Ajala, 2015).

In order to achieve this, organizational justice is operationally defined as the treatment of employees that the employees regard to be just enough to encourage their loyalty to the organization. Organizational justice is concerned with all aspects of workplace behavior, including salary, access to training, and gender equality, as well as how bosses treat their subordinates. It is developed from equity theory, which contends that people evaluate justice depending on how much they contribute (input) and how much they receive (output) (Herbert, 2021). Therefore, organizations should prioritize ensuring organizational justice since it may lower workplace deviance, absenteeism, disengagement, and counterproductive workplace behaviors (CWB) and promote good traits like trust and forward-thinking communication.

Fair treatment of employees inside an organization is referred to as organizational justice (Skarlicki & Kulik, 2004). It is necessary for an organization to operate well (Morin *et al.*, 2011). This suggests that employees' loyalty to a company, particularly their emotional attachment, is motivated by their view of fairness inside the company. When employees feel they have been appropriately treated, showing their dedication to the company almost comes naturally to them. However, the situation is reversed when an employee feels that the company is being unjust.

Concept of Employee Commitment

Commitment is born when a person unites unrelated interests with a consistent course of action. According to Grusky (2013), commitment is correlated with “the nature of the member's relationship to the system as a whole.” The propensity of social actors

to devote their time and allegiance to social systems and the attachment of personality systems to social ties that are viewed as self-expressive, are all examples of commitment, according to Kanter (2004).

The process through which the objectives of the organization and those of the person “become increasingly integrated or consistent” is commitment, claim Hall et al. (2011). According to Salancik (2012), commitment is a condition in which a person is “bound by his actions and via these actions to ideas that perpetuate the activities of his engagement.” A commitment is “the proportional intensity of an individual’s identification with and engagement in a specific organization,” according to Mowday *et al.* (2015). “...a stabilizing factor that serves to preserve behavioral orientation when expectancy/equity requirements are not satisfied and do not operate,” according to Scholl (2012). According to Odu (2018) and Allen & Mayer (1990), commitment is a psychological condition that ties a person to an institution. Commitment “is a psychological condition that reflects the employee is connected with the organization and has implications for the decision to retain membership in the organization,” according to Meyer and Allen in Odu (2018).

According to the definition given above, commitment is distinct from motivation or general attitudes that may cause people to act in a way that appears to a third party to be at odds with their self-interest. For the study, the researchers are considering Allen and Meyer’s criteria. Employee engagement is crucial because it promotes several beneficial organizational outcomes. It illustrates the degree to which staff members connect with an organization and are dedicated to its objectives. According to Biljana and Dordevic (2004), employee commitment is a crucial problem since it may be used to forecast an employee’s performance, absenteeism, and other behaviors. According to Rajendran and Raduan (2005), employee commitment is a subset of employee commitment, which also includes a dedication to one’s job, career, and organization. They also stated that a more significant organizational commitment could promote greater productivity. An astonishing quantity of studies have been done to comprehend the ideas and determine the effects of organizational commitment on employee performance at work. The impact of organizational commitment on two intents to leave and work performance was studied by Aamir and Sohail in 2006. According to Rajendran and Raduan’s (2005) research, organizational commitment produces successful results. According to Komal and Bhatti (2011), work satisfaction influences how committed and productive people are.

From the above background on commitment and employee commitment, this study defines employee commitment as the willingness and readiness of a worker to remain in an organization. For employees who are not internally motivated towards being committed to their work, it takes forces around their work environment to spur them towards commitment. It, therefore, means that factors such as organizational justice, organizational politics, and organizational trust can significantly influence their level of commitment. Meyer and Allen (1997) in Agada (2018) identified three components of employee commitment: (1) Normative, (2) Affective, and (3) Continuance.

Measures of Employee Commitment

Normative Commitment: Normatively committed employees stay with the organization as a responsive thankfulness for the benefits enjoyed by them in the organization. Ogadinma (2010) posited that this type of commitment typifies a feeling of indebtedness towards an organization, considering what the organization has given to the employee. It can also be described as a reciprocal commitment. Management of Deposit Money Banks may not be able to operate competitively without a committed workforce.

An employee’s relationship with a company is defined as a normative commitment when the employee feels compelled to remain with the company out of gratitude for what the company has given to them. Normative commitment is the connection an employee has to the company and their decision to remain with it in response to the advantages they receive from working there. This dedication is typical of an employee’s sense of obligation to the company, given everything the company has done for them. It can also be called a commitment that both parties must honor. The researcher fervently supports Chun-Chen and Ching-Sing’s (2011) assertion that normative commitment may be founded in resentment toward an organization for providing specific perks, such as tuition reimbursement or in-house training. The employees may continue to feel obligated until they believe they have “paid back” the debt (Meyer & Allen, 1991). The degree to which an employee feels required to continue working, reciprocate, and adhere to policies and procedures is called normative commitment.

The normatively committed employee feels grateful for the advantages provided by the company and is compelled to keep working there because of this. According to Jaja and Okpu (2013), normative commitment has to do with the sense of duty that workers feel to stay with the company. According to McDonald and Makin (2000), this commitment is influenced by social conventions and a belief that workers should stick with the company.

Affective Commitment: Because of their emotional relationship to the company, employees who are effectively committed consistently do their responsibilities to the best of their abilities, go above and beyond the requirements of their job descriptions, and develop a bond with the organization's aims and values. Affective commitment is a worker's connection to a company because they identify or care about its mission and core values. According to Zeb-Obipi and Agada (2017), Meyer and Allen (1997) defined emotional commitment as how much a person 'wants' to stay in the organization. The level of an employee's identification with, acceptance of, and pursuit of goals is captured by their affective commitment.

Employees with affective commitment continue to work for a company because they want to, not because they have to or because of certain advantages or opportunity costs. Affective commitment is developed through internalizing the values and standards of the company and acknowledging its value (Beck & Wilson, 2000; Dixit & Bhati, 2012). Therefore, affective commitment may be defined as the psychological level of attachment to their employer through emotions like loyalty, affection, worth, belongingness, pleasure.

Employees' emotional ties to their organization and goals are typified by affective commitment. It is predicated on three things: (1) "workers' trust in the company's goals, (2) their willingness to put out an effort to accomplish those goals, and (3) a strong desire to be a part of the organization" (Porter et al., 1974 in Zeb-Obipi & Agada, 2018).

Continuance Commitment: The term "continuance commitment" describes an employee's bond with a company based on the estimated losses or consequences of quitting the company while considering the employee's initial personal investment in the system. Employees who demonstrate an ongoing commitment to an organization decide to stay with the company based on the estimated losses or adverse effects of leaving, taking into account their prior personal investments in the system and the perceived scarcity of other employment opportunities outside the company (Ogadimma, 2010). An elderly driver, security guard, or other bank employees would want to stay with his employer because, given his age and other conditions, he might not be able to land a more profitable position at another transportation company.

In Okpu and Jaja (2014), Allen and Meyer (1991) claim that continuous commitment is a calculative type of commitment. Employees that exhibit this dedication do so out of need and an understanding of the costs involved in quitting the company. The concept of continuity commitment describes the degree to which an employee chooses to remain with a company owing to the lack of alternative job options, the cost of quitting, and the investments made. According to Jaja and Okpu (2013) and Okpu and Jaja (2014), Allen and Meyer (1990) proposed that the continuance component of organizational commitment develops based on two factors: the size and several investments (or side bets) people make, as well as a sense that there are few other options available. Employee loyalty to their current company will be higher if they perceive fewer job options. Different types of continuance commitment may be shown inside bets or economic trade (Meyer & Allen, 1991; Taing *et al.*, 2011) and a lack of job possibilities. It exemplifies the willingness to stay put in an organization due to non-transferable investments made by the employee, such as close working relationships with coworkers, retirement investments and career investments, acquired job skills that are specific to a particular organization, years of employment, community involvement, and other benefits that make leaving too expensive (Umoh *et al.*, 2014).

In order to meet external restrictions, such as earning a reward or averting loss, behaviors must be started and maintained. Meyer and Allen (1991) describe it clearly as being aware of the expenses of quitting the organization. It is based on how individuals perceive their potential future employment opportunities and the related costs of quitting their current position. As a result, the employee believes that staying with the company is their only option. A commitment to continuing is based on three factors: the absence of an alternative, the investment of time and effort, and the cost of leaving.

Methodology

The explanatory cross-sectional survey research design was used for the study. The population of the study consisted of two hundred and ninety-one (291) customer service staff (122) and teller staff (169) from twenty-two (22) head offices of money deposit banks in Rivers State. From a population of 22 Money Deposit Banks, a total of thirteen (13) Money Deposit Banks were conveniently selected. The 13 banks were chosen because the variables under investigation (Organizational Justice and issues of low employee commitment) play out more in these banks. The number of tellers and customer service staff across the selected banks constituted the study's sample. Thus, from the thirteen (13) banks conveniently selected, the sample size of the study was one hundred and sixty-two (162) tellers and customer service staff in the Head Office of thirteen (13) selected Money Deposit Banks in Rivers State. The above information was obtained through inquiry in the Human Resource Department at the Head Offices of the selected Money Deposit Banks in Rivers State.

Concerning the primary data, a structured questionnaire entitled "Organizational Justice and Employee Commitment Questionnaire (OJECQ)" was designed on a four-point Likert scale with the following response options: Strongly Agree (4), Agree (3), Strongly Disagree (2), and Disagree (1). The instrument OJECQ was face and content validated by the researcher's supervisor and two

research experts in the Department of Management, Ignatius Ajuru University of Education, Port Harcourt. Cronbach alpha via SPSS (Statistical Package for Social Sciences) was used to ascertain the instrument's reliability. The lowest Cronbach alpha level obtained was 0.75, indicating a highly reliable coefficient. Based on Nunnally's (1978) criterion of 0.70, a reliability coefficient above 0.70 was considered to indicate good or reliable instruments. A total of one hundred and sixty-two (162) copies of the questionnaire were distributed to the target sample elements with the help of two (2) research assistants. One hundred forty-seven of them were retrieved. The data obtained from the field were analyzed using Spearman's Rank Order Correlation Coefficient and t-test with the aid of SPSS 22.0 (Statistical Package for Social Sciences).

Decision Rule: Using a level of significance of 0.05 (confidence interval of 95%), when a significant calculated value is less than 0.05, the null hypothesis is rejected; if otherwise, the null hypothesis is accepted.

Results/Findings

- Ho₁: Organizational justice has no significant relationship with the normative commitment of Deposit Money Banks in Rivers State.
- Ho₂: Organizational justice has no significant relationship with the affective commitment of Deposit Money Banks in Rivers State.
- Ho₃: Organizational justice has no significant relationship with the continuance commitment of Deposit Money Banks in Rivers State.

Table 1: Correlations between Organizational Justice and Employee Commitment

		Organizational Justice	Normative Commitment	Affective Commitment	Continuance Commitment
Spearman's rho	Correlation Coefficient	1.000	.785**	.821**	.779**
	Organizational Justice				
	Sig. (2-tailed)	.000	.000	.000	.000
	N	147	147	147	147
	Correlation Coefficient	.785**	1.000	.759**	.509**
	Normative Commitment				
	Sig. (2-tailed)	.000	.	.000	.000
	N	147	147	147	147
	Correlation Coefficient	.821**	.759**	1.000	.887**
	Affective Commitment				
	Sig. (2-tailed)	.000	.000	.000	.000
	N	147	147	147	147
Correlation Coefficient	.779**	.509**	.887**	1.000	
Continuance Commitment					
Sig. (2-tailed)	.000	.000	.000	.000	
N	147	147	147	147	

Source: SPSS Output

Column two of table 1 above shows an r-value of 0.785 at a significant value of 0.00, less than the chosen alpha level of 0.05 for the hypothesis relating to organizational justice and normative commitment. Since the significance level is less than the alpha level of 0.05, the null hypothesis (Ho₁), which states that organizational justice has no significant relationship with the normative

commitment of Deposit Money Banks in Rivers State, was rejected. This implies a very strong positive relationship between organizational justice and normative commitment in Deposit Money Banks in Rivers State.

Column three of table 4.19 above shows an r-value of 0.821 at a significant level of 0.00, less than the chosen alpha level of 0.05 for the hypothesis relating to organizational justice and affective commitment. Since the significance level is less than the alpha level of 0.05, the null hypothesis (H_{02}), which states that organizational justice has no significant relationship with the affective commitment of Deposit Money Banks in Rivers State, was rejected. This implies a very strong positive relationship between organizational justice and affective commitment in Deposit Money Banks in Rivers State.

Column four of table 4.19 above shows an r-value of 0.779 at a significant value of 0.00, which is greater than the chosen alpha level of 0.05 for the hypothesis relating to organizational justice and continuance commitment. Since the significance level is less than the alpha level of 0.05, the null hypothesis (H_{02}), which states that organizational justice has no significant relationship with the continuance commitment of Deposit Money Banks in Rivers State, was rejected. This implies a very strong positive relationship between organizational justice and continuance commitment in Deposit Money Banks in Rivers State. Furthermore, these results showed that the more organizational justice experienced by deposit money banks' staff in their workplaces, the better they will be in terms of normative commitment, affective commitment, and continuance commitment.

Summary of Findings

The following conclusions were drawn from the above analyses:

1. There is a very strong positive relationship between organizational justice and normative commitment in Deposit Money Banks in Rivers State.
2. There is a very strong positive relationship between organizational justice and affective commitment in Deposit Money Banks in Rivers State.
3. There is a very strong positive relationship between organizational justice and continuance commitment in Deposit Money Banks in Rivers State.

Discussion of Findings

The tests of hypotheses one to three revealed a very strong positive relationship between organizational justice and employee commitment in Deposit Money Banks in Rivers State in terms of normative, affective, and continuance commitment. This, therefore, implies that the rate at which an organization observes justice is directly proportional to the rate at which its employees display commitment around the work environs. Supportively, a study carried out by Akanbi and Ofoegbu (2019) on the role of organizational justice on organizational commitment in a multinational organization in Nigeria, whose objective was to examine the significant relationship between distributive justice and employee commitment, revealed from the empirical evidence that distributive justice had a significant impact on the organizational commitment of employees. This implies that distributive organizational fairness and employee commitment were positively correlated. This further implies that how employees view the fairness of resource allocation in a company significantly influences their behavior. This has an impact on their dedication as well as their organizational citizenship behavior, attendance, and work performance. Employee dedication and more excellent performance come naturally if they believe that justice is distributed fairly. In other words, employees do their tasks and even additional roles with delight and passion when they have fair benefits, equal possibilities for promotion, and equity in pay. Employees react favorably to situations where they feel justice, much as people in the general population, and this results in commitment, organizational citizenship behavior, and work attendance, among other things.

Procedural justice ensures that there is no bias, that processes are consistent, and that ethics are always upheld in the workplace. According to Colquitt and Chertkoff (2012), procedural justice occurs when businesses adhere to fair procedures, such as avoiding unequal pay distribution, sharing information with employees, and including workers in decision-making. However, when firms do not do this, it undermines employee behavior, leading to a decline in commitment, organizational citizenship behavior, and employee attendance. This may be boiled down to management integrity, which is the quality of management that upholds ethics, is impartial, and consistently adheres to processes no matter what. This is valid given the claim that management lacking integrity is more likely to make arbitrary and biased judgments. However, when an organization's management demonstrates integrity, it changes drastically from acting unfairly.

According to Knoll (2015), distributive justice is defined in social psychology as the perceived fairness of how group members divide benefits and expenses. For instance, group members may believe that distributive justice has not been upheld when some employees work more hours but earn the same compensation. People frequently look to their group's behavioral standards to judge

if distributive justice has occurred (Knoll, 2015). This demonstrates that distributive justice has a significant influence on employee behavior. Distributive justice is achieved if benefits and expenses are distributed according to the organization's established distributive norms. According to research was done by Raza *et al.* (2013), distributive justice has a considerable beneficial impact on employee commitment. The study examined the link between distributive justice and the employee's organizational commitment. This suggests that fairness in awarding awards improves the employees' loyalty to the company and behavior in general. Distributive justice is one of the strategies companies may take to win over the hearts and minds of their staff members, allowing them to carry out their responsibilities with enthusiasm and enthusiasm rather than being forced.

Conclusions

Based on the analyses and discussion of findings, the study concluded that organizational justice positively enhances employee commitment in deposit money banks, especially in terms of normative commitment, affective commitment, and continuance commitment. Employee commitment to the organization is influenced by their ongoing experiences of distributive, procedural, and interactional fairness in the workplace. Money deposit banks that are aware of this and use it to their advantage will experience growth, performance, and productivity improvements due to staff dedication, organizational citizenship behavior, and work attendance.

Recommendations

- i. Deposit money banks in Nigeria at large and Rivers State, in particular, should ensure a fair distribution of benefits so as not to give way to disunity and reduced commitment on the part of their employees.
- ii. Procedures of judgment or decision-making in organizations should use accurate information and treat all parties consistently to avoid bias by any individual involved, thereby reflecting on improved employee commitment.
- iii. Employees should objectively and diplomatically ask for equal distribution of justice where and when they perceive any lapses, as this will benefit them and the organization.

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