

# PROCEDURAL JUSTICE AND ORGANIZATIONAL COMMITMENT

## A study of selected hotels in Port Harcourt, Nigeria.

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### Abstract

This study examined the association between procedural justice and organizational commitment in selected hotels in Port Harcourt. The study adopted a cross sectional research survey. The target population comprises of selected hotels in Port Harcourt. The accessible population for this study is 50 hotels that were registered from the Annual Bulletin of functional hotels in south-south, Nigeria (2014). The total population for the study is 784 hotel workers. A non-purposive sampling technique was adopted. The sample size for the study is 265 using Taro Yamane formula. A total number of 159 questionnaires were found useful for data analysis. Spearman Rank Order Correlation Coefficient was used as a statistical tool to test the hypotheses with the assistance of SPSS. We found that a positive association exists between procedural justice and organizational commitment. We concluded that procedural justice promotes organizational commitment of workers in the selected hotels operating in Port Harcourt. It recommended that Hotel managers should encourage consistency in the organizational procedures so that employees' can master the way of doing things in the organization. It further recommended that equal treatment of employees in the hotel industry should enhance organizational commitment

**Keywords:** Procedural justice, organizational commitment, affective commitment, continuance commitment, consistency, impartiality.

### Introduction

A business is successful, when there is commitment of its workforce. Organizational commitment has contributed to the prosperity of many world class businesses today (Robbins, 2001). When every members of the organization are committed productivity tend to increase (Joiner and Bakalis, 2006). Klein, Becker and Meyer (2009) submitted that commitment enhances quality delivery of goods and services. Organizational commitment has also been linked to workplace effectiveness (Meyer, Becker and van Dick, 2006). Employees who are commitment in their primary assignment are said to be the next leaders of the organization (Ketchand andStrawser, 2001). Production of goods today is made

possible as a result of organizational commitment (Meyer, 2009; Clugston, 2000). Effective customer service delivery cannot be achieved successfully if the workers are not committed to the organization's philosophy (Greenberg, 2005). This implies that; organizational commitment is very crucial for the survival of any business. In another development Luthans and Fred (2006) they argued that the patronage of a particular brand of products or service is at the credit to all the employees who are committed in their workplace.

However, studies on organizational commitment had been recorded in some parts of the world with their findings. Afsanepurak, et al (2012) they studied how organizational socialization and organizational commitment is related to physical education departments workers in Mazandaran-Iran. They founded, there was a positive relationship between the two construct. Timor, Hirash and Kiuomars (2013) they examined the result of team working on effective commitment in social security organization in Kurdistan province (Insurance Section). The finding of their study showed that team working was positively related to the organizational commitment. Saima (2013) he empirically looked into developing organizational commitment and organizational justice in order for him to put in organizational citizenship behavior in the banking sector of Pakistan.

In their study, they were able to find out that there is a significant positive association between the two variables. Mustafa, Abdurrahim and Mehmet (2015) carried out a study on the analysis of teamwork, organizational commitment and organizational performance in Turkey. The finding of their results which imply that there is a positive linear relationship between the three constructs. What they founded as a result in their study demonstrates commitment in the hotel industry. This has created a literature vacuum. To cover the knowledge gap the study seeks to examine the relationship between procedural justice and organizational commitment of selected hotel workers in Port Harcourt metropolis, Nigeria.

Nevertheless, the hotel industry is a service oriented and competitive in nature. Nigerian hotel industry has not attracted potential tourist from the outside world enough compare to its counterparts in other African countries like Kenya, South Africa, Egypt to mentioned but a few. This is as a result of uncommitted employees, ineffective management, problem of not following due process to allocate resources needed to achieve organizational goals; decisions based on incorrect information, mismanagement of funds by the managers, family members influence in the business, unjust treatment of employees by top level managers as well as bias in assignment of duties to subordinates. Most of the Nigerian hospitality firms are managed by family members who knew nothing about the industry (Ofobruku, 2012).

For the hotel industry to serve as one of the main contributor to the growth of the Nigerian economy; hotel owners must begin to search for employees that are affectively and continuance committed to the organization. The hotel industry if well harnessed by hiring committed employees, Nigeria will be among the countries in the world that will attract potential tourists which in turn will generate external revenue for the economy. Employees that are highly committed in their jobs promote the image of the organization, enhance organizational productivity and effectiveness. Continuance committed employees portray the culture and values of the organization outside business environment. Objective of this research is to solve the above listed problems is to examine the association between procedural justice and organizational commitment of selected hotel employees in Port Harcourt metropolis, Nigeria.

## **REVIEW OF RELATED LITERATURE**

## **The concept of procedural justice**

Procedural justice is defined to mean fairness in making of decisions (Folger and Greenberg, 1985). However, procedural justice originated from organizational justice as its sub-dimension. Organizational justice can be defined as ways in which workers in the organization are handled fairly in their work places (Moorman, 1991). Organizational injustice can also bring about many unwanted organizational outcomes and this can result to less satisfaction of job, redress, turnover, wrong deeds, less productivity, lesser job dedication. ( McFarlin and Sweeney, 1992), However, when you search for recent studies it is said that low organizational justice is mainly affiliated to high rate of mental disorder, behavioral disorder, diseases, lack of sleep, heart diseases, and non-proper checkup of their health (Elovaninio et al, 2006). Procedural justice is outlined to mean the limit by which the decisions made are inferred to be fair. However, procedural justice allude the discernment of fairness about workplace processes (Lind and Tyler, 1988; Kim and Mauborgne, 1998).

And also many empirical researches has said that organizational attitudes and behaviors, that procedural justice has a good effect on it. Many savant like (e.g., Moorman, 1991; Brockner, 1994, Rupp and Cropanzano, 2002; Masterson, 2000) they finalized, when it comes to organizational citizenship behavior, procedural justice has the highest exceptional foretell on organizational citizenship.

Trust that is place upon by the sagacity of procedural justice is seen to act as insight of procedural justice which is anticipated to act as precedent willingly to cooperation. Instance, Konovsky and Paugh (1994) they saw that the significant foretell of trust is procedural justice and it is also foretell of higher order citizenship behavior which includes fairness, conscionable, cardinal virtue, respect, and benevolence. Korsgaard, Schweiger, and Sapienza (1995) they gathered, in the exertion of procedural justice, it has a plausible result on managerial participant reported levels of felt committed and trust. Kim and Mauborgne, (1991; 1993) they gathered that procedural justice do plausibly promote subsidiary high placed managers' commitment to support decision.

In this study, two dimensions of procedural justices were reviewed. These are consistency and impartiality.

### **Consistency**

Businesses must have a work environment with its own unique rhythm. For businesses to be successful, leaders of the organizations have to utensil solutions and policies which will help workers to be well acquainted with their workplace circumstantial rhythm (John, 2003). Bill and Richard (2013) they argued that consistency which is defined as treating all employees equally. They went to further to argue that when it comes to fairness, it means employees are treated applicably and individually, provided on the conditions and what the worker has contributed. However, it is said that fairness rely mostly on something extrinsic for example occurrences, situation, or benefaction. Consistency is said to depend on nothing but conformance to subsist standard. Proper record is required of Consistency. In order words fairness need the use of proper firm ruling. Consistency is easy, fairness is harder.

Erin (2014) highlighted the significant of consistency in the organization as follows: Firstly, consistency increases appearance of Organization: Organizations, where consistency is in place, seems much better and organized than the organizations in which practices and

procedures are always changing. For example, where you have one consistent way for your employees in which they use to write their work completion or the request for time off, the employees will see that you are more in control of the business. With this, the employees of the organization will think good of the organization and also the employees will see that the organization is a stable one. Secondly, consistency increases levels of comfort: Individuals varies, most people will not mind constant changes, but many people will prefer consistency. When the organizations procedures and practices are consistent, the organization will likely to seem less chaotic and much more under control. Where the organization creates a consistent environment, this will help both the employees and their customers to feel very comfortable in their workplace. Thirdly, Consistency increase higher levels of productivity: When the organization's practices and procedures are always changing, workers must see to it that they create more time to complete their job duties and also to acquit themselves to these new policies and procedures. But when there are consistent ways of making things happen in the workplace, this will enable employees to dedicate more of their time to actual job task, and with this productivity will increase. Fourthly, it increases workers' understanding: In making constant changes in the organization policies and procedures can be mentally tasking, but when you create a consistent plan for your organization and you shift from the plan very little, the employees will find it more easier to understand their job task that is associated to their job and also your expectation of them.

### **Impartiality**

Managers that plan to achieve optimum productivity as well as gain advantage over its competitors, treat their employees justly in all dealings. According to Cropanzano et al (2008), impartial is defined as the state of being just to all. The state at which organizational leaders treat their workers equally in terms of distribution of resources, job task and other organizational assignment is termed as impartial (Jollimore 2001). An organization that impartiality is their philosophy grows more than those who segregate their workers (Cottingham 1983). In general, it is agreed that there is similarity between morality and impartiality. However, the word 'lack of bias' (or 'impartial') is said to be used sometimes to mean impersonal prospect by which the presumed moral judgment is done (Baier 1958; Scheffler, 1985; Wolf 1992).

However, this is not quite lucent, in the sense that the needs for fair indulgence are enough to burn out integrity. When someone is being treated respectfully and in an appropriate way, it indeed requires some sort of passionate and/or cognitive response: being alert to what she wants and values, feeling for suffering and the likes of it. In order words, when these replies are seen due to the result of a sure feature and attributes (and is not so easy as to say the effect of lack of predilection or one-sidedness), so we will say that it is not clear that when a person is being impartial between another person that it is enough to generalize that the person can have and start displaying the required sensitivities. Therefore, in characterizing the impartial agents which we see in negative terms (in explaining the various preferences, the emotions or even the little information which she possesses or that do not move her) therefore we sometimes do risk the picturing of impartial agents as though they are impersonal and also indifferent (Henberg 1978; Brandt 1954).

When we say someone is being loyal to one's family, its country or even community, it is usually seen as a good behavior. This type of stance is obvious and also indeed paradigmatic the example of partiality, in which a person feels or treat other people differently than she will do to other humanity in general.

### **The concept of organizational commitment**

Organizational commitment is defined as the affiliation with one's organization. Allen and Meyer, (1996) submitted that; organizational commitment is divided into affective, continuance and normative commitment, according to them, they said that it is what connects the staff and it's workplace and this makes it less impossible for such a staff to willingly leave the company. For the sake of this study two of the measures was used, affective and continuance commitment. Affective committed employees, these employees who are emotionally attached to the organization, they have affective feelings towards their workplace and these workers stay at their organization because they desire to. Continuance committed workers, in order words, these employees they either feel they need to work very hard or the expenses of quitting the workplace will be so high that the only option is that they remain in their workplace because they need to (Meyer and Allen, 1990; 1996).

For instance, studies have shown that affective and continuance commitment measures inversely traced to click with each other (Meyer, Stanley, Herscovitch and Topolnytsky, 2002). Thus, when the workers affective feelings or emotional attachment to their workplace is high, they begin to change the way they see lack of job alternatives, a situation which increases the way they see that they are in the organization because they desire to (Meyer, et al., 2002).

In another development, Porter et al (1974) elucidated that organizational commitment is the limit whereby the workers in their workplaces agree with the goals and the values of their workplace, these workers are very eager to stay in their company and agree with the goals and values of their workplace. Employees' who are committed, they show good motives to work with their organization and they have no thought of leaving their workplace (Robbins and Coulter, 2003). Kitchard and Strawser (2001) they said, workers who are satisfied, they have strong attachment towards their organization. Marthis and Jackson (2000) they outlined workers commitment to mean the limit whereby workers of the firm stay with their organization and also they consider the organizational objectives seriously. Luthans (2006), went ahead and define organizational commitment as the desire or a strong wish to become a staff of a firm, thereby having no doubt concerning its workplace. This study examined two measures of organisational commitment. These are affective commitment and continuance commitment.

### **Affective commitment**

This is referred to mean workers' fervid attached to their workplace, identifying themselves with the organization and being involved in their workplace. Workers' that are highly committed, stay in their workplace because they desire to (Allen and Meyer 1990). In order words, this commitment is dependent on desire. In order words, it has not been said that there is a general inference on what are the processes, complex to making it, Meyer and Herscovitch (2001) said, the change that accelerate the likelihood that these three important things will assist the employees to be affectively committed. Firstly, the person will participate that is, will be moved on his or her own free will. Secondly, the person will know the bearing of their action to him or herself. Lastly, relationship with the existence or even their reason of their action can help to adjust who the person is (Meyer & Herscovitch 2001). Among the three, affective commitment is widely considered (Bergman 2006).

Affective commitment can be affiliated as how well these employees want to stay at their organization. When we talk about a worker that is emotionally attached to their workplace, we are referring to affectively committed one. These employees are inclined to associate themselves with the goals of the organization, see themselves as fit into the organization and

as well okay with their job. Workers who are so affectively committed in their workplace, they see themselves valued, they also see themselves as representatives for their organization and also they are good assets for their organizations.

### **Continuance Commitment**

It is a commitment that is dependent on the expenses that will be incurred or occur if the person leave his workplace. In other words, employee with high continuance commitment, they stay at their workplace because they require to. However, the outlay will be too expensive to quit. For instance, when a worker spend most of its moment and money in order to acquire more knowledge which will be useful in its workplace or better still there is no good work openings in place than the present one (Allen & Meyer 1990; Garcia-Gabrera and Garcia-Soto 2012).

Continuance commitment can be defined as how much these workers feel the desire to remain in their workplace. These workers' who have high continuance commitment, the one of the reasons for being committed is seen in their desire to remain with their company. The main reasons for the need of them to remain in their workplace differentiate, but one of the important reasons is the non-availability of work opportunities and the compensation they receive for work done. For an employee to remain or feel the need to stay in the organization is when they see that their salary and wages which they benefit from their company will not increase if they leave to another organization. This examples might become a problem for the organization as workers that are continuance committed might not be satisfied (disengaged) with their job and thus become unwilling to leave the organization.

### **Methodology**

The study adopted a cross-sectional research survey. The target population for this study consists of all registered hotels from the Annual Bulletin of functional hotels in south-south, Nigeria (2014). The accessible population is made up of 50 hotels operating in Port Harcourt. A total of 784 hotel workers were obtained from the personnel departments of the 50 hotels being selected. Anon-purposive sampling was used and a total number of 784 hotel workers were considered for the sample. The sample size for the study is 265 using Taro Yamane formular. All the variables were measured on a4-item questions on a 5-point Likert scale ranging from 5=Great extent; 4 =Moderate extent; 3=Considerate extent; 2=slightly extent; 1=Not at all.The method of data collection was solely the use of questionnaire. Face and content validity was employed to ascertain the validity of the instrument used. Cronbach Alpha test was used to ascertain the reliability of the instrument. The Spearman's Rank Order Correlation Coefficient was used as statistical tool to test the hypotheses with the aid of SPSS version 20.0.

### **Data Analysis and Discussion**

The formulated hypotheses were tested using Spearman Rank Order Correlation Coefficient with the aid of SPSS. However, the overall aim is ascertain the relationship between procedural justice and organisational commitment in selected hotels operating in Port Harcourt. Keys for constructs: AFC – Affective commitment; CC – Continuance commitment; CS – Consistency; IM – Impartiality

**H<sub>01</sub>: There is no significant relationship between consistency and affective commitment**

**Correlations**

			CS	AFC
Rho	CS	Corr. Coef.	1.000	.822**
		Sig. (2-tailed)	.	.000
		N	159	159
	AFC	Corr. Coef.	.822**	1.000
		Sig. (2-tailed)	.000	.
		N	159	159

\*\* Corr. is sig. at the 0.05 level (2-tailed)

The SPSS output for test of hypothesis one above indicate that there is a positive significant relationship between consistency (CS) and affective commitment (AFC). This is because the p-value (0.000) is less than the alpha value (0.05). However, the correlation coefficient value is positive and high (rho=0.822). The study therefore rejects the null hypothesis and accepts the alternate hypothesis and states that there is a significant relationship between consistency and affective commitment in selected hotels operating in Port Harcourt.

**H<sub>02</sub>: There is no significant relationship between consistency and continuance commitment**

**Correlations**

			CS	CC
Rho	CS	Corr. Coef.	1.000	.706**
		Sig. (2-tailed)	.	.001
		N	159	159
	CC	Corr. Coef.	.706**	1.000
		Sig. (2-tailed)	.001	.
		N	159	159

\*\* Corr. is sig. at the 0.05 level (2-tailed)

The SPSS output for test of hypothesis two above indicate that there is a positive significant relationship between consistency (CS) and continuance commitment (CC). This is because the p-value (0.001) is less than the alpha value (0.05). However, the correlation coefficient value is positive and high (rho=0.706). The null hypothesis is therefore rejected and the alternate hypothesis accepted. Hence there is a significant relationship between consistency and continuance commitment in selected hotels operating in Port Harcourt.

**H<sub>03</sub>: There is no significant relationship between impartiality and affective commitment**

**Correlations**

		IM	AFC
Rho	IM	1.000	.810**
AFC		.810**	1.000
		159	159
		159	159

\*\* Corr. is sig. at the 0.05 level (2-tailed)

The SPSS output for test of hypothesis three above indicate that there is a positive significant relationship between impartiality (IM) and affective commitment (AFC). This is because the p-value (0.003) is less than the alpha value (0.05). On the other hand, the correlation coefficient value is positive and high (rho=0.810). The study therefore rejects the null hypothesis and accepts the alternate hypothesis and state that there is a significant relationship between impartiality and affective commitment in selected hotels operating in Port Harcourt.

**H<sub>04</sub>: There is no significant relationship between impartiality and continuance commitment**

**Correlations**

		IM	CC
Rho	IM	1.000	.832**
CC		.832**	1.000
		159	159
		159	159

\*\* Corr, is sig. at the 0.05 level (2-tailed)

The SPSS output for test of hypothesis four above indicate that there is a positive significant relationship between impartiality (IM) and continuance commitment (CC). This is because the p-value (0.002) is less than the alpha value (0.05). Meanwhile, the correlation coefficient value is positive and high (rho=0.832). Hence, the study rejects the null hypothesis and states that there is a significant relationship between impartiality and continuance commitment of selected hotels operating in Port Harcourt.

Hypothesis one result shows that there is a significant relationship between consistency and affective commitment in selected hotels operating in Port Harcourt. This finding is in line with Kim and Mauborgne, (1991; 1993) they said that procedural justice do favorably improve

subsidiary top level managers' commitment to encourage decisions. The finding which also corresponds with the findings of Afsanepurak, et al (2012). Their finding also revealed that, there was a significant relationship between organizational socialization and organizational commitment.

Hypothesis two result shows that there is a significant relationship between consistency and continuance commitment in selected hotels operating in Port Harcourt. This is in line with the finding of Korsgaard, Schweiger, and Sapieza (1995). In their finding they said that the practice of procedural justice have a plausible result on executive participation reported levels of felt commitment and trust.

Hypothesis three result shows that there is a significant relationship between impartiality and affective commitment in selected hotels operating in Port Harcourt. This finding corresponds with Konovsky and Paugh (1994). In their finding, they said that procedural justice foretell trust which also in turn foretell higher-order citizenship behaviors which includes fairness, conscionable, cardinal virtue, respect, and benevolence.

Hypothesis four result shows that there is a significant relationship between impartiality and continuance commitment in selected hotels operating in Port Harcourt. The finding of the study is also in conformity with Muhammad, et al. (2014). The finding of their study shows positive relationship between employee empowerment and dimensions of organizational commitment; affective and continuance commitment.

## **Conclusion**

Based on the summary of findings, the study concluded that procedural justice promotes organizational commitment of employees' in the selected hotels operating in Port Harcourt. Consistency increases the affective commitment of workers in the hotel industry. Consistency promotes the continuance commitment of hotel workers'. Impartiality increases the affective commitment of workers in the hotel industry. Impartial increases continuance commitment of workers' in the hotel industry. Organizational culture was found to moderates the relationship between procedural justice and organizational commitment in the hotel industry.

## **Recommendations**

Hotel managers should encourage consistency in the organizational procedures so that employees' can master the way of doing things in the organization. Secondly, there should be equal treatment of employees in the hotel industry to enhance organizational commitment. Thirdly, top managers should avoid partiality in the allocation of resources to all departments to achieve organizational objectives. Finally, hotel managers should setup standard way of doing things in the workplace to minimize errors in the process.

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