



Procedural Justice and Leadership Styles as Predictors of Organizational Commitment Among Non-Academic Staff of Benue State University Makurdi

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Abstract

This study investigated procedural justice and leadership styles as predictors of organizational commitment among non-academic staff of Benue State University Makurdi. The cross-sectional survey design to investigate the influence of perceived procedural justice on organisational commitment among non-academic staff of Benue State University Makurdi among 215 staff using the purposive sampling technique; Three hypotheses were tested and data analysed using the descriptive and inferential statistics. Hypothesis one showed that, $f(1, 215) = 7.542$; $p < .05$, $R = .134$ and $R^2 = .043$. Hypothesis two predicted $f(1, 214) = 3.241$; $p < .05$, $R = .321$ and $R^2 = .090$. Further, procedural justice and leadership styles jointly predicted organizational commitment $f(2, 213) = 4.612$; $p < .05$, $R = .080$ and $R^2 = .016$. It is recommended that, there is need for management to promote conducive work environment for their employees so as to enhance work place productivity. Also, management should establish effective communication channel between herself and the staff to open them up to awareness of the company goals and to enable them have a clear picture in their mind on how they can contribute to the development of the organization.

Key words: Leadership Styles; management; organizational commitment; procedural justice; staff

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1. Introduction

Organizational commitment is one of several job-related attitudes under examination in relation to other variables in effective employee behavior management. Over the years, organizational commitment has been linked to high productivity and plays a crucial role in organizational survival (Anazodo, 2009). Employees with high levels of organizational commitment tend to be more productive, satisfied, and loyal to the organization (Farndale, Hope-Hailey & Keliher, 2011). According to Cohen (2007), employee commitment is a universal concern that has garnered significant attention in recent decades. Anazodo (2009) defines civil service in Nigeria as comprising workers in various ministries or departments, excluding those in political appointments.

Organizational commitment consists of three key components: normative, affective, and continuance components. These components reflect employees' psychological state of whether they choose to remain with an organization (Jain, Giga & Cooper, 2009). The affective component of organizational commitment pertains to employees' emotional attachment, identification, and association with the organization. The normative component reflects employees' feelings of obligation to the organization. The continuance component refers to the costs associated with leaving the organization (Qureshi, Rasli, Jusoh & Kowang, 2015; Hart, 2010; Omar, Olffen & Roe, 2008; Samad, 2007). One of the factors affecting the commitment of non-academic staff to their institutions of work is the perception of organizational justice (Garmette & Jung, 2013). Individuals with a higher perception of organizational justice have a lower tendency to resign and exhibit higher commitment to their institution (Bakshi, 2009). The main components of organizational justice are distributive justice, interactive justice, and procedural justice. Procedural justice relates to the fairness of decision-making processes (Faruk & Turkey, 2016).

Rani, Garg, and Rastogi (2012) identified core attributes that contribute to procedural justice, including consistency, lack of bias, accuracy, correlation, representation of all stakeholders, and consistency with ethical norms. Procedural justice is positively associated with cognitive, affective, and behavioral reactions in the workplace, enhancing employees' psychological well-being, life satisfaction, and job commitment (Elovainio, Kivimaki & Vahtera, 2002). Fair processes create trust and commitment, fostering voluntary cooperation in goal execution (Kim & Mauborgue, 2005).

Perceived procedural justice leads to greater loyalty and willingness to act in the best interest of the organization (Urmila & Rani, 2015). On the other hand, individuals strongly react to procedural injustice when they perceive it as unfair due to their status being disregarded (Irfan, Nawaz, Qamar & Zakeer, 2016). Leadership style is another variable considered in this study, referring to the manner and approach of providing direction, implementing plans, and motivating people. It encompasses both explicit and implicit actions performed by leaders as perceived by employees (Newstrom & Davis, 2001). Leadership style significantly influences employee attitudes and behaviors, including organizational commitment. Various leadership styles are adopted by leaders within an organization (Brown, 2003; Chiang & Wang, 2012).

Various leadership styles, such as democratic, people-centered, and autocratic, production-centered approaches, are employed by leaders to achieve organizational effectiveness (Ramayah, Min & Songan, 2010). Woods (2010) defines leadership style as the way a leader provides direction, implements plans, and motivates people. The suitability of leadership styles depends on the specific business sector in which an organization operates. According to Daniel Goleman (2000), different leadership styles exist, including authoritarian, paternalistic, democratic, and laissez-faire styles, which can be observed in political, business, and other fields. Leadership encompasses the relationship between an individual and a group united by a common interest, with the group's behavior influenced by the leader (Shastri, Shashi Mishra & Sinha, 2010). Leaders can influence their followers' behavior through various styles or approaches to managing

others. Leadership style refers to the way direction is provided, plans are implemented, and people are motivated (Northouse, 2015). Leaders should identify the most suitable leadership style to manage their employees in the organization. Jassawalla and Sashittal (2003) define leadership as the process in which an individual influences a group to achieve a common goal. The leader serves as the inspiration and director of action, possessing the personality and skills that make others want to follow.

In business, leadership is strongly linked to performance, as effective leaders can enhance a company's bottom line. Leadership is crucial for managing and controlling employees and organizations, with the suitability of leadership styles based on the business sector (Yahaya & Ebrahim, 2016). The relationship between empowerment (self-determination, meaningfulness, impact, and competence) and organizational justice (distributive and procedural justice) on organizational commitment was examined by Yahaya and Ebrahim (2016) among secondary school teachers in Kampar, Perak. A total of 188 questionnaires were collected and analyzed using descriptive analysis, scale measurement, and inferential analysis. Positive correlations were found between meaningfulness, self-determination, impact, and organizational commitment. Procedural and distributive justice were also positively correlated with organizational commitment. Multiple regression analysis revealed that psychological empowerment and organizational justice significantly explained the variance in organizational commitment.

Manshor, Muda, Salleh, Razak, and Kamaazura (2016) investigated factors influencing organizational commitment among employees of Malaysian Small and Medium Scale Enterprises (SMEs). A total of 384 employees completed the self-reported scales for organizational commitment and justice. The results indicated that procedural justice, distributive justice, and informational justice were significantly and positively related to organizational commitment. Another study by Mirmohamdi and Marefat (2014) explored the mediating role of organizational silence between organizational justice and organizational commitment. The results suggested that organizational justice had a significant negative impact on organizational silence but a positive impact on organizational commitment. Furthermore, Abasimi, Atindanbila, and Kwaye-Nuako (2014) examined the relationship between perceived procedural justice and organizational commitment among survivors of layoffs. They found that perceived procedural justice was significantly and positively related to affective commitment but not to normative and continuance commitment. Internals were also found to perceive higher procedural justice than externals, and self-esteem positively predicted procedural justice (Ogwuche, Onah, & Relajo-Howell, 2020).

Imen (2003) conducted a study to examine the impact of leadership styles on employee organizational commitment. The study utilized a cross-sectional survey design with a total of 380 participants. The collected data were analysed using correlation, multiple linear regression models, and ANOVA. The findings revealed that both transactional and transformational leadership styles had varying relationships with all dimensions of organizational commitment. However, the passive/avoidant leadership style showed a significant negative correlation only with affective commitment. Transformational leadership had a stronger impact on affective and normative commitment, while transactional leadership had a stronger impact on continuance commitment. The study recommended that leaders adopt different leadership styles based on their subordinates' needs within an organization.

Ali (2015) conducted a study to examine the influence of leadership styles on organizational commitment. The study employed a cross-sectional survey design with 400 participants. Questionnaires were used to collect the data, which were then analysed using mean standard deviations and regression. The findings highlighted the importance of leaders' emotional intelligence abilities in the globalized business environment characterized by rapid change. The study emphasized that leadership styles are contingent on the organizational environment, and no single style can be considered superior to others. It was recommended that leaders focus on enhancing employees' organizational commitment by developing their emotional intelligence.

Senthamil and Palanichamy (2014) investigated the impact of leadership styles on organizational commitment using a cross-sectional survey design with 390 participants. Data were collected through questionnaires and analyzed using mean standard deviations, One-Way ANOVA, Correlation analysis and Regression analysis. The results of the study concluded that while the positional identity of the respondents had some significant impact on leadership style perception and organizational commitment, salary did not seem to make a difference from among the sample respondents.

The study therefore recommended that, several useful information are given for the managers about the type of leadership which are commonly available in public sector enterprises and the impact of various leadership styles on organizational commitment. These inferences can be very well used by the academicians; scholars specializing in the field of leadership and to the managerial professionals to draw up a conclusion as to whether this type of leadership is applicable even to the private enterprises and/or to the combination of both private sector and public sector enterprises.

Suleman, Adil, Muhammad, Khan, and Iqra (2011) conducted a study to explore the impact of leadership styles on organizational commitment, with a focus on the mediating role of employee values. The findings of the study revealed that organizations need to cultivate a strong culture to achieve success. A strong culture is effectively represented and established by leadership, which in turn enhances organizational commitment. Leaders can effectively manage employees through the use of planning and monitoring tools, such as a dashboard, which also serve to measure organizational culture.

By establishing an organizational culture aligned with employee values, leaders can reduce uncertainty and improve employee commitment. Furthermore, the integration of employee values within the organizational culture brings numerous benefits to the organization. The research conducted by the corporate leadership council also supports the notion that aligning organizational culture and employee value proposition increases employee commitment, particularly among newly hired employees.

Amna (2015) conducted a study to examine the effects of leadership styles on organizational commitment in both the public and private sectors of Pakistan. The study utilized a survey design and involved 540 participants. Data were collected using a questionnaire, and the analysis included means, frequencies, and One-way ANOVA. The study concluded that Pakistan demonstrates a high-power distance culture in both public and private sectors. Due to limited available alternatives, employees in different organizations are compelled to continue working.

2. Method

This study adopted the cross-sectional survey design to investigate the influence of perceived procedural justice on organisational commitment among non-academic staff of Benue State University Makurdi.

2.1. Participants

The participants for this study consist of 215 male and female non-teaching staff selected from different faculties and department from Benue State University, Makurdi. Two hundred and fifteen (215) copies of questionnaires were administered, after filling in the responses by the participants; the copies shall be retrieved, for onward statistical analysis.

2.2. Instruments

Procedural Justice Scale: Measured with a 6-item scale developed by Neihoff and Moorman (1993) which is one of the three dimensions of organizational justice; Distributive Justice (a 5-item

scale, with Cronbach's alpha of 0.90, Moorman et al., 1998), Interactive Justice (an 11-item scale, with alpha coefficient of 0.90, Neihoff and Moorman, 1993).

Leadership Styles Questionnaire (LSQ): Developed by Bass (1985). This questionnaire measure three common styles of leadership, namely; authoritarian, democratic and laissez-fair. The questionnaire has 18 items Reliability as measured by Cronbach's alpha coefficient was 0.971, 0.861 and 0.887 respectively.

Organizational Commitment Questionnaire (OCQ): Developed by Mowday, Steers and Portal (1979) to measure organizational commitment. Organizational Commitment measure affective, continuance commitment and normative Commitment A reported Cronbach's alpha of .87 was used.

2.5. Procedure

Before the collection of data from non-academic staff of Benue State University Makurdi, an official permission letter shall be obtained from the head of department of psychology, Benue State University Makurdi. After which, the researcher visited the management of the University and sought informed consent. After permission is granted, informed consents of the questionnaire were made available and sought from the participants before giving copies of the questionnaire to them to fill in the information required. 40 minutes was be allocated for them to fill in the questionnaire administered to them; thereafter the copies shall be retrieved for further analysis. Data analysis for the study were analysed with both descriptive and inferential statistics. Also, simple linear and multiple regression analysis were used to test the various hypotheses.

3. Results

Table 1 presents a summary of the linear regression analysis, indicating that Procedural justice significantly predicts organizational commitment among non-academic staff at Benue State University Makurdi ($f(1, 215) = 7.542$; $p < .05$, $R = .134$, and $R^2 = .043$). The R value of .134 reflects the extent of Procedural justice's influence on predicting organizational commitment among non-academic staff at Benue State University Makurdi, while $R^2 = .043$ indicates that Procedural justice explains 4.3% of the variability in organizational commitment. The β value of -.262 suggests a negative relationship between procedural justice and organizational commitment, implying that an increase in procedural justice leads to a decrease in organizational commitment, and a decrease in procedural justice leads to an increase in organizational commitment. As a result, hypothesis one is confirmed.

Table 1. Simple linear regression analysis showing Procedural justice as predictor of Organizational commitment among non-academic staff at Benue State University Makurdi

Variables	R	R ²	F	β	t	P	Remarks
Constant	.134	.043	9.156		7.758	.05	Significant
Procedural justice				-.262	6.736		

Table 2 displays a summary of the linear regression analysis, demonstrating that Leadership styles significantly predict Organizational commitment among non-academic staff at Benue State University Makurdi ($f(1, 214) = 3.241$; $p < .05$, $R = .321$, and $R^2 = .090$). The R value of .321 signifies the extent of influence of Leadership styles on Organizational commitment among non-academic staff at Benue State University Makurdi, while $R^2 = .090$ indicates that leadership styles account for 9.0% of the variability in organizational commitment. The β value of

-1.23 indicates a negative relationship between leadership styles and organizational commitment. Thus, hypothesis two is confirmed.

Table 2. Simple linear regression analysis showing Leadership styles as predictors of Organizational commitment among non-academic staff at Benue State University Makurdi

Variables	R	R²	F	β	t	P	Remarks
Constant	.321	.090	3.241		11.129	.05	Significant
Leadership Styles				-.123	-2.002		

Table 3 presents a summary of the multiple regression analysis, indicating that both procedural justice and leadership styles jointly predict organizational commitment among non-academic staff at Benue State University Makurdi ($f(2, 213) = 4.612$; $p < .05$, $R = .080$, and $R^2 = .016$). The R value of .080 represents the collective influence of procedural justice and leadership styles on organizational commitment among non-academic staff at Benue State University Makurdi, while $R^2 = .016$ indicates that procedural justice and leadership styles account for 1.6% of the variability in organizational commitment. Therefore, hypothesis three is confirmed.

Table 3. Multiple regression analysis showing Procedural justice and Leadership styles as joint predictors of organizational commitment among non-academic staff at Benue State University Makurdi

Variables	R	R²	F	β	t	P	Remarks
Constant	.080	.016	4.612		8.124	.000	Significant
Procedural Justice				-.079	.231	.015	
Leadership Styles				-.230	-4.203	.012	

4. Discussions

Hypothesis one suggests that procedural justice will significantly predict organizational commitment among non-academic staff at Benue State University Makurdi. This finding aligns with the study conducted by Mirmohamdi and Marefat (2014), who investigated the mediating role of organizational silence in relation to organizational justice and organizational commitment. Their descriptive evaluative study revealed that organizational silence does not mediate the relationship between organizational justice and commitment. Furthermore, the results indicated that organizational justice has both a significant negative and positive impact on the organization, suggesting the importance of consulting with employees to foster a sense of partnership in achieving organizational goals. This finding is consistent with the research conducted by Abasimi, Atindanbila, and Kwaye-Nuako (2014), who examined the perception of procedural justice among survivors of layoffs and its relationship with organizational commitment. The study also explored the effects of locus of control and self-esteem on procedural justice perception. The findings showed that internal locus of control was associated with higher perceived procedural justice, and self-esteem positively predicted procedural justice. Just as this study had stated, Pathardikar, Mishra, and Sahu (2023) study on procedural justice also has a significant impact on affective commitment among non-academic staff. The study found that procedural justice influences job satisfaction and organizational trust directly, while organizational trust and job satisfaction are partially mediated by organizational

justice and affective commitment. Interestingly, procedural justice does not influence affective commitment directly. Also, according to a study by Liu et al. (2021), procedural justice has a significant impact on organizational commitment among non-academic staff. The study found that procedural justice influences job satisfaction and organizational trust directly, while organizational trust and job satisfaction are partially mediated by affective commitment and organizational justice (Onah, Ogwuche, & Relajo-Howell, 2020).

Hypothesis two suggests that leadership styles will significantly predict organizational commitment among non-academic staff at Benue State University Makurdi. This finding is in line with Imen (2003), who investigated the impact of leadership styles on employee organizational commitment. Imen's cross-sectional survey study involved 380 participants, and the data analysis revealed that both transactional and transformational leadership styles were related to different dimensions of organizational commitment. The passive/avoidant leadership style showed a significant negative correlation with affective commitment. Specifically, transformational leadership had a stronger impact on affective and normative commitment, while transactional leadership had a stronger impact on continuance commitment. These findings support the research conducted by Ali (2015), who explored the influence of leadership styles on organizational commitment. The study, which used a cross-sectional survey design with 400 participants, highlighted the importance of leaders' emotional intelligence in exercising effective leadership in today's rapidly changing globalized business environment. The study emphasized that leadership styles should be contingent on the organizational environment, and the emotional intelligence abilities of leaders play a crucial role in enhancing employees' organizational commitment. Further, according to a literature review by Yahaya and Ebrahim (2016), leadership styles have a significant impact on organizational commitment among non-academic staff. The study found that transformational leadership, transactional leadership, and laissez-faire leadership styles are positively related to organizational commitment. The study also found that transformational leadership has the strongest relationship with organizational commitment. Also, an interesting study by Yahaya and Ebrahim (2016) found that leadership styles have a significant impact on organizational commitment among non-academic staff. The study found that transformational leadership, transactional leadership, and laissez-faire leadership styles are positively related to organizational commitment. The study also found that transformational leadership has the strongest relationship with organizational commitment.

Hypothesis three suggests that procedural justice and leadership styles will jointly predict organizational commitment among non-academic staff at Benue State University Makurdi. This finding is supported by the research conducted by Suleman, Adil, Muhammad, Khan, and Iqra (2011), who examined the impact of leadership styles on organizational commitment, considering the mediating role of employee values. The study highlighted the importance of building a strong organizational culture, which is influenced by leadership and positively affects organizational commitment. The leaders can establish an organizational culture that aligns with employee values, ultimately enhancing commitment, particularly among newly hired employees. These findings are also consistent with the research conducted by Bakhshi, Kumar, and Rani (2009), who explored the relationship between perceived organizational justice, job satisfaction, and organizational commitment. Their study, which included 128 employees in a medical college, revealed that distributive justice significantly related to job satisfaction, while procedural justice did not show a significant relationship. Both distributive justice and procedural justice were found to be significantly related to organizational commitment. Overall, the results of the hypotheses support the importance of procedural justice, leadership styles, and organizational culture in predicting and influencing organizational commitment among non-academic staff at Benue State University Makurdi.

5. Conclusions and recommendations

Creating a conducive work environment is crucial for management to enhance workplace productivity among employees. This can be done through offering fair compensation to staffs when due as it is an essential factor in creating a conducive work environment (Caleb, Onah, & Relajo-Howell, 2019). It further helps employees feel valued and appreciated, which can lead to increased productivity. Also, safety in the workplace makes employees and staffs more comfortable and willing to work. Managers should ensure that their institutions adhere to occupational safety and health principles and requirements to prevent various risks associated with employees' jobs.

Effective communication channels should be established by management to foster awareness of company goals and enable staff members to understand how they can contribute to the organization's development. This can be done by understanding the communication needs of the team. Different teams and individuals may require different channels and frequencies of communication, further, the purpose of each communication channel in the organization should be defined. Is it for sharing updates, project coordination, problem-solving, or social interaction? All employees are to understand the purpose and expectations for each channel. In this 21st Century, the influence of communication cannot be overemphasized. Management should leverage technology to streamline communication, but be mindful not to overwhelm employees with too many tools. Choose tools that integrate well and serve the needs of your team.

To enhance employees' productivity, management should encourage and promote various leadership styles, considering the four major constructs as well as the behaviour and support of casual employees have a significant impact on the public image of institutions. Therefore, embracing civic virtue is essential to represent the institutions positively which could include fostering a culture of ethical leadership among university administrators, faculty, and staff. Leaders should set a positive example for the rest of the faculty members. Also, a partnership with local government agencies and non-governmental organizations to work on developmental projects and address pressing civic issues in the University is very important.

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