THE IMPACT OF ORGANISATIONAL JUSTICE ON EMPLOYEE COMMITMENT AT THE UNIVERSITY OF BAMENDA

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Abstract: Contemporary human resource management has a lot to do with how organisations apply the existing roles and principles to get its work force committed to their assigned duties and organisational goals. Worker's commitment of any form in any organisation has a direct relation with this application and upholding of key roles and principles known as organisational justice. Organisational justice (OJ) is therefore globally upheld as a crucial determinant of the commitment of employees towards their organisation. There has been a globally misleading tendency of blaming workers for not being committed in their various places of work without a corresponding attention on whether this lack of commitment has its roots in the absence of organisation justice roles and principles by the employer This is the puzzle that this paper seeks to handle using the University of Bamenda as its measuring yard stick. Our focus is to examine why and with what effect the four dimensions (distributive, procedural and interactional justice) of OJ have been applied or not applied to full effect in the University of Bamenda and how this has affected workers' commitment and performance. The study makes use of descriptive research design and quantitative methods of data collection and analysis to make its voice. A sample size of 228 was obtained from the population of support staff of the University of Bamenda. 228 questionnaires were sent out and 219 returned making a percentage of 96.05%. Data collected were analyzed using the SPSS Software and Ordinary Least Square (OLS) was used to test the hypotheses in other to establish the effect of organisational justice on the commitment of the support staff of the University of Bamenda. Results shown that changes in distributive justice, procedural justice and interactional justice are responsible for 51.4% changes in the commitment of the support staff of the University of Bamenda with $r^2 = 0.514$. Furthermore, the findings indicated that organisational justice broken into distributive justice, procedural justice and interactional justice have positive effect on the dependent variable (the commitment of the support staff of the University of Bamenda).

Keywords: Organisational Justice, Employee Commitment, Support Staff, University of Bamenda

1. INTRODUCTION

Since past decades, organisational commitment has been dependent on organisational justice. Organisations in quest of positioning, competitive edge and profit maximization consider the issue of organisational justice and

employees' commitment as crucial in defining or shaping multiple outcomes. Recent scholarship has proven that in every type of organisational settings, workers /employer's commitment animates debates and shapes policies between managers, psychologists and organisational behaviour scientists. Many managers have come to the conclusion that a committed employee is central to success of every organisation. Therefore, they are focused on looking for ways to increase the level of commitment among employees. Bartlett (2001) emphasised on the fact that employees who are highly committed to their organisations are considered to be precious and more valuable than those with low organisational commitment level. Commitment refers to the binding forces that push an individual to a particular course of action with the purpose of achieving a certain goals (Meyer and Herscovitch, 2001). Researchers have defined and calculated organisational commitment in several widely divergent means and various job related variables have shown their relationships with organisational commitment in the literature (Brammer *et al.,* 2007). Allen *et al*., (1990) measured organisational commitment with the help of three major components namely normative component, affective component and continuance component whereby, normative, affective and continuance components of organisational commitment stand for a psychological state of mind that suggests that whether or not an employee remains with an organisation. Stacy Adams in the late 1960s got the honour to be thought as the pioneer of research on justice. Researchers queued up by generally discussing and debating on the three dimensions of justice namely distributive justice, procedural justice and interactional justice prominent in managerial and organisational settings. Measuring the level of an institutional application of organisational justice invariably showcases the propensity of commitment to be yielded by those employed by that institution. The global turgid performance of most organisation in Africa in general and Cameroon in particular is reflected in such organisations reluctance to fully applied organisational justice in its full measure. This article explores how the different types of organisational justice affect the support staff (Workers, University Employees) of the University of Bamenda.

The Context Background

Understanding Human Resource management phenomena from a case investigation provide the allowance not only to showcase the operation of such concepts within particular context but also to indicate generalized theories and contentions can be used in precise institutional context. The University of Bamenda under study is one of such micro cases where the concept of organisational justice and workers commitment is measured. This institution is one of the 11 state higher Institutions in the Cameroon university landscape. Though its operation can be traced back as 1973, its operation as an independent higher education organisation stretches only as far back as 2010. It was created by Presidential decree N02010/371of 14 December 2010 and authorized to function as from the 2011 financial year. As other state institutions the University was obligated to function with organisational and legal directives defined by the state of Cameroon and placed under the direct supervision of the Ministry of Higher Education. Though expected like other para-statal to function with an independent budget, the recruitment of its labour force and appointment of managers as well the application of organisational justice are regulated by state and international instruments with the former having an upper hand. To perform the various functions assigned to it by the people and state of Cameroon, the states gives allowances to the University to recruit it workforce which comprise teaching, administrative and support staff. The teaching the most of the time recruited by the University as approved the Ministry of Higher Education in consultation with the Ministry of Finance are paid (salaries) by the Ministry of Finance and the University only worries about their instant academic dues. The administrative staff is persons transferred from other services owing to their technical expertise to

exercise precise functions in the University governance. Administrative staff salaries are mostly paid either by the Ministry of higher Education or their Ministry of origins with the University of Bamenda having financial responsibilities over those paid administrative assignments not covered by their salaries.

The third important and very relevant set of people that forms the University of Bamenda work force is the support staff category whose recruitment career progress and all sorts of remuneration depends entire on the University budget .The running of all the offices of the central administration[1] as well the 6 schools and faculties as well as he dissemination of knowledge to the close to 23000 thousand students enrolled into the University of Bamenda relies crucially on the services of the support staff. The number of support staff has grown exponentially from 2010 owing to the growth of offices and functions to be performed. As of the 2024 financial year all the different categories of support staff put together are about 450 with female workers forming a significant bulk With this context in mind, support staff therefore forms a critical mass of employees where the concept of organisational justice and their commitment can be measured and made to replicate any workers hub in the University of Bamenda

Guiding Research Questions

The discussions of the grey matter on our research menu are informed by existing human resources updated organizational theories and literature from it frames of analysis it offers recommendations and pathways through and within which workers commitment can be further enhance for maximum results or output. To make it point solid, data gleaned from 219 respondents has tried to answer or provide reasonable lead answers of following key questions.

1.1 Research Questions

1)   To what extent does distributive justice influence support staff commitment in the University of Bamenda?

2)   How does procedural justice influence support staff commitment in the University of Bamenda?

3)   What is the extent to which interactional justice influences support staff commitment in the University of Bamenda?

1.2 Research objectives

The main research of this study is to examine the extent at which organisational justice affects the commitment of the support staff of the University of Bamenda. The specific objectives are:

1)   To investigate the influence of distributive justice on support staff commitment in the University of Bamenda

2)   To examine the influence of procedural justice on support staff commitment in the University of Bamenda

3)   To analyse the influence of interactional justice on support staff commitment in the University of Bamenda

1.3 Research hypotheses

The hypotheses are presented in the alternative form:

H1: Distributive justice has a positive influence on support staff commitment in the University of Bamenda

H2: Procedural justice influences positively support staff commitment in the University of Bamenda

H3: There is a positive influence of interactional justice on support staff commitment in the

University of Bamenda **Scholarship Nexus**

In the world of opportunism replete with competition and search of pace by micro and macro organisations discourses around organisational justice have engaged new frontiers in the domain of human resource management. In spite of tones of new revelations warranting the reordering of some concepts, the key idea that organisational justice remains central to workers commitment remains standing. The understanding of the literally contentions around organisational justice and workers commitment forms a crucial nexus in this continuum.

1.4 Conceptual Review

1.4.1 Organisational justice

Organisational justice denotes how people perceive fairness and justice in their organisations. As earlier indicated it duels squarely on how mangers, proprietors and leaders are effectively engaged in up keeping decent work standards through the established regulations. It entails providing a comfortable and trust worthy work environment through the respect of not only contractual norms but also the international regulations that define descend Labour. Organisational justice in any of its forms motivates, inspires, builds hope thereby ensuring broad streams of security to the employees which all work together to erect full commitment. It is for these reasons and many more that researchers and organisational behaviourial scholars are taking into account the fairness and impartiality of organisational policies and procedures, such as establishing priorities for scheduling vacation by managers at the organisational level or pay and pension structure, perception of justice and fairness as key component in defining key organisational outcomes. (Cropanzano *et al*., 2007) minces no words in opining that organisational Justice owns the potentials to be beneficial for organisation and workforce at large since it results in building greater trust and commitment of employees towards organisations.

According to James (1993) and Campbell *et al.,* (2004), organisational justice refers to an individual or group's perception of fair treatment received from their organisation and their behavioural reaction to those perceptions. In a more general term, organisational justice is perceived as the notion of fairness of the treatment received from an organisation and its representatives. Leventhal (1980) described justice rules which define if an event or action is fair. If the outcome, action or event matched these rules, then the event can be judged as fair, but if the event did not match the justice rules, specifically, if hurt has been done, the event is judged to be unfair. Colquitt, (2001) defined organisational justice as the fairness in treatment of employees in organisations. Murtaza *et al.* (2011) defined it as the employee's perception regarding the fair and equal treatment in the organisations. For example, the employees may perceive that their bosses treat them justly and without any discrimination.

Recent studies suggest that perception of justice is for the most part correctly categorized into four components: The justice in procedures in establishing outcome distributions (procedural justice); the fairness of resources and rewards distribution (distributive justice); the excellence of interpersonal treatment when certain course of actions is put into practices. (interpersonal justice); and the adequacy of information exchanged explaining the reasons for such procedures being used in a certain way or how such results were established (informational justice); (Colquitt, 2001). Researchers have reported that several significant organisational outcomes are influenced by these perceptions (Cohen-Charash and Spector, 2001). Employees believed that Justice in procedures and distribution of resources and rewards among them is a direct indication that their organisation gives them respect and appreciates their efforts (Fuchs and Edwards, 2012).

Greenberg (1986) dissected the concept of organisational justice namely the distributive and the procedural justice; where distributive justice is considered as the "ends," procedural justice is believed as the "means to that ends." The procedure of a decision can be as much vital as the outcomes itself in most cases (Zaini, 2009). If the process for reaching an outcome is perceived to be fair, in that case even an unfair outcome is acceptable (Joy and

Witt, 1992). The administrators and managers thus, not only need to be fair and just while making decisions (outcomes), they must also be seen to be fair as to how they arrive at those results (process) (Greenberg, 1990). Lind and Tyler, (1988) suggest that people are more worried about the issues of processes than they are about matters of outcomes. Even if a decision results in a favorable and positive outcome, an employee when feeling that the process is unjust is more expected to be unhappy with the end results even if it proves to be beneficial for that employee. Perceptions of procedural justice can be of more importance to people than that of perceptions of distributive justice.

1.4.1.1 Distributive justice

Distributive justice as the earliest form of justice captured the attention of many researches in the past years. Before 1975, distributive justices were the focus in justice research and it referred to the perception of people in the fair allocation of reward and resources amongst them, their coworkers and their subordinates. Many organisations used as base the equity theory of Adams (1965) through which employees were able to compare their earnings with the efforts they put in at work on one hand and with the earnings of the other employees in the same setting on the other hand. The employees by so doing were trying to measure the level of fairness at the level of the organisation. Adams (1965) defined distributive justice as the fairness of the outcomes an employee perceived. Homans (1961) in his explanation of the rule of distributive justice demonstrated how social exchange relationship created expectation amongst parties: (1) That the rewards of each and every employee shall be based the on the cost he/she bears, and (2) that net return, they receive should be in proportion to their investments. This meant that the reward each employee received was based on his own involvement or input and by no means be based on contribution or input of any other employee. If an employee with higher input or contribution and another low input or contribution received equal slice of benefit in the same organisation it would be injustice (Epley *et al.,* 2007).

With respect to this distributive justice, organisations nowadays focus more on the perceptions of the employees regarding the distribution of the outcomes (rewards or punishments). Many studies have concluded that people deemed to be more contented by the way they perceived outcomes; if they are fair or unfair. Janssen *et al*., (2010) explained that the perceptions of distributive justice is based on the comparison an employee make between the ratio of the efforts (brainpower, knowhow, preparation, ability, skill, time, energy, cognitive and emotional struggle) one put forth into the job and reward (salary, holidays, supervisor support, freedom of decision, respect, admiration, position, social identification, basic work equipment's and facilities) one gets out of it are similar to efforts-rewards ratios of other employee or not. Janssen *et al.,* (2010) further explained that distributive justice may be perceived differently by employees working in the similar organisational settings for the reason that they assess their own inputs and output in a different way, or match the ratio of their own inputs and outcomes with that of other employees in a dissimilar environment. Distributive justice as seen by Lambert *et al.* (2005), is not restricted to only concentrating upon employee's rewards or desirable results but is also considers the fair and just way of punishment given to employees. Thus, distributive justice can be attained if the outperforming employees are rewarded and under- performers are punished fairly. Distributive justice is said to be done if it ends at desirable results and satisfactory outcomes for workforce (Colton, 2002).

1.4.1.2 Procedural justice

Procedural justice referred to the extent at which people perceive the fairness of procedure that is applied to reach at outcome decisions. This type of justice was brought to light by Thibaut and Walker in the mid of 1970s. Procedural justice is defined as the fairness of the procedures and policies used to determine employee's outcomes

(Moorman, 1991) and therefore focused on the appropriateness of the allocation process. From the organisational viewpoint in social exchange, procedural justice is believed a critical resource (Loi *et al.,* 2006). Tepper and Taylor, (2003) defined Procedural justice as the fairness of the means through which managers and their representatives in organisation make decisions related to allocation of resources. In other words, it basically through light on the methods and procedures which, the organisations used to evaluate performance of employees and made sure the fairness in their management of employees. Measures established by organisations related to employees became a cause for them to reciprocate with their attitudes and their behaviours (Cohen-Charash and Spector, 2001; Meyer *et al*., 2002). The certainty that procedure is fair leads to the belief that the outcome will also be fair and it is desirable at organisational level. Procedural justice is nothing other than incorporating and executing decisions according to a procedure that is perceived to be fair. For employees, it is easier to accept all outcomes that even they do not like if the procedure that is put into practice is based on justice (Deutsch, 2006). Thibault and Walker (1975) are credited with presenting procedural justice through two dimensions: a) the legal transactions, which are concerned with the structural facet of methods that have been used in the procedure of making distributive decisions and policies. It comprises giving employees the right to speak and use their own thoughts and methods during decision making procedures; b) the inquisitorial system, which focuses on whether the decision-maker fairly applies policies and practices during the decision-making process. Colquitt (2001) also conceptualized procedural justice as having two dimensions: first, the justice of the formal procedure itself, which focuses on an employee's perceptions of extent to which the procedures are fair. The second refers to the extent to which the employees believe these procedures were applied fairly. Leventhal *et al.,* (1980) built a model of procedural justice which highlighted six procedural rules that can be used by individuals to define the fairness of procedures: consistency which refers to procedures that are the same across time and for all types of people; lack of bias which refers to procedures that are unaffected by discrimination or ill-treatment; accuracy which refers to the fact that procedures must be based on accurate information; representation of all concerned which means that procedures must reflect the basic concerns, values and views of stakeholders that are part of the decision-making ; correction of information which refers to the need for the existence of an appeal process or other mechanisms for fixing mistakes and ethics referring to procedures that follow ethical guidelines and norms of professional conduct.

1.4.1.3 Interactional justice

Interactional justice was introduced by Bies and Moag (1986) which was primarily concerned with the ways employees and people interact and the perception of justice. According to Bradley and Sparks (2002) interactional justice is the attitudes and behaviours of the exchangers. Ando and Matsuda (2010) defined interactional justice as the feelings of workers on how they were treated in the process of executing procedures. When they felt to be well treated by the hierarchy then they felt passionate and uplifted. Greenberg (1990) decomposed interactional justice into interpersonal justice and informational justice. According to him, interpersonal justice referred to whether executors treated their workers with politeness and respect in executing procedures and deciding the results while informational justice referred to whether executors delivered related information to workers, whether they explained to the workers why they adopted certain distributive procedure and why the distributive results turned out like that. In one hand, some scholars like Cropanzano *et al.* (2007) considered interpersonal justice and informational justice as two different aspects of interactional justice, given that interpersonal relates to outcomes and informational justice relates to processes. Others like Ambroise *et al. (*2009) on the other hand consider interpersonal and informational justice as one single aspect of interactional justice, as they are strongly correlated.

Interpersonal justice refers to the degree to which people are treated with politeness, dignity and respect. In contrast, informational justice focuses on the explanations provided about why certain procedures were followed (Colquitt *et al.,* 2001).

Bies and Moag (1986) proposed a set of criteria for interactional justice: truthfulness, respect, propriety and justification. Truthfulness requires leaders to be honest and truthful. Respect requires leaders to deal with everyone with dignity and respect. Propriety requires leaders to ask appropriate and clear questions. Finally, justification asks leaders to provide adequate clarifications of the results of a decision-making process. Furthermore, Folger and Bies (1989) identified additional rules of interactional justice and included: feedback, consistency, bias suppression and consideration of employees' opinions. Greenberg (1991) established six interactional justice rules for managers to consider in order to be fair. These are similar to Bies and Moag (1986) rules but are divided into two main components: organisational considerations which include considerations of employees' views, the appearance of neutrality and consistent implementation of rules; and interpersonal considerations which include timely feedback, adequate explanation and treatment with respect and dignity.

2.1.2 Organisational commitment

Many researchers have found organisational commitment to be the focal point when it comes to employees' turnover, individual performance and employees' working condition. According to Lambert *et al*. (2005), organisational commitment is the intensity of the bond that ties a person with the whole organisation. However, it is more generally recognized to be multi-dimensional (Meyer and Allen, 1997). There exist three components of commitment namely the affective commitment, the normative commitment and the continuance commitment (Coyle-Shapiro *et al.,* 2006). The affective commitment has to do with the emotional attachment, identification and association of an employee with the organisation in which he/she is working. The normative commitment reveals the feelings of employees to forcefully stay with the organisation. The continuance commitment refers to the costs that one bears while leaving the organisation in which one is working (Allen and Meyer, 1990). Employees while being committed to their organisations are likely to stay in their respective organisations and must work very hard for their success and prosperity. According to Chughtai *et al. (*2006), employees with high organisational commitment are seen to perform better than those having very low organisational commitment. The management needs to enhance the intensity of organisational commitment of its employees at every level in the organisation by adopting strong and effective motivational strategies (Opkara,

2004). Some scholars have proven that to enhance employees' commitment, there should be just and fair treatment in the organisation. Furthermore, managers need to keep in mind the interests of all the employees without any partiality or favouritism.

Tremblay *et al*. (2010) proposed that when employees are treated with equally fair procedures and structures, it results in high organisational commitment because employees see themselves equally respected. For both employers and employees, a high level of commitment is the desirable goal. A variety of positive worker attitudes and behaviors, including workers productivity, creativity, innovativeness of employees, organisational citizenship, openness to change, and responsiveness to innovation is based on organisational commitment, in a wide range of organisations (Mathieu and Zajac, 1990). On the other hand, a low level of organisational commitment has been held responsible for increased absenteeism, high turnover and absent mindedness during the work hours, reduced productivity, and other adverse behaviors (Cotton and Tuttle, 1986). For that reason, it is of immense importance to search for, and verify the primary antecedents that foster organisational commitment among employees. Research has proved that employees show higher level of organisational commitment when

they feel the decision-making process is based on fairness as to its contrary situation (Tyler, 1990). Very few researchers have focused their researches on university while studying organisational commitment. Studying the relation between OJ and the organisational commitment of university's support staff has been rarely considered by research scholars. Therefore, this is desirable to conduct a study that highlight the effect of OJ on the commitment of the support staff of the University of Bamenda

Organisational justice (independent variable)   dependent variable
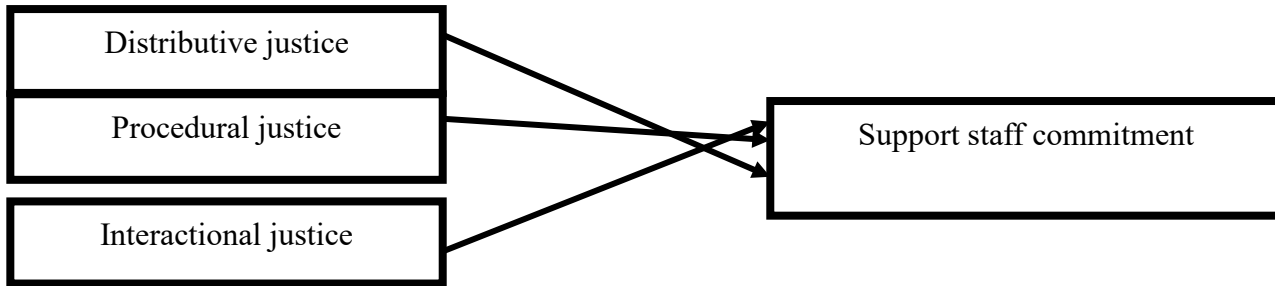

Figure 1: conceptual framework of the effect of organisational justice on the commitment of the support staff of the University of Bamenda

Source: compiled by the researcher, 2024

2.1.3 Theoretical Literature

2.1.3.1 Adam's Theory of Equity (1965)

This theory was developed by the psychologist John Stacey Adams in 1963. This theory focuses on the exchange relationship where people give something while expecting something in return. What individuals offer is called input and what they receive is called output. Equity then is noticed when output is equal to input. Furthermore, it stated that when a worker found himself in a state of inequity, he or she would experience a state of distress and prompted him or her to take action. The higher the inequity, the more distressful is the worker and the harder would he strive to restore equity. Restoring equity may either be actual or psychological. In actual restoration, the workers could reduce their level of inputs, ask for an increase in output or damage some company's assets. In psychological restoration, the workers convinced themselves that the inequitable relationship is equitable

2.1.3.2 "Side Bet" Theory of Commitment by Becker (1960)

This theory was developed by Becker in 1960. According to this theory, employees are committed because they possessed hidden investments, called "side bets" that they have invested in the organisations since they were employed. Through this "side bet", workers attached themselves to their organisations through investments namely time, effort and reward. Becker further posited in his theory that costs like pension plans, seniority and company specific knowledge prompted workers to stay tied to their organisations.

2. Methodology

This study used a quantitative research method. The data was collected using structured questionnaires.

2.1 population

For this study, the target population for the data collection is the support staff of the University of Bamenda. The population of this study was exclusively the support staff of the University of Bamenda divided into the following status namely cleaner (98), campus police (111), driver (35), administrative clerk (45), liaison officer (23), nurse (5), secretary (88), administrative assistant (91), yard man (28), librarian (6). This made a total of 530 participants.

2.2 Sample size

The sample of this study comprised of 530 support staff, both male and female aged 20 to 60 and above selected using stratified sampling from various status. These statuses were chosen because their contributions towards the study were highly relevant and essential. For their background information, illustration was made through table on genders, ages, level of education, status and monthly salary.

The sample size (n) was calculated based on the formula proposed by Yamane (1967)

n = [1+N(N e)2]

Where:

- n = the sample size required for a definite population
- N = Population
- e = acceptable sampling error that can be tolerated (0.05)

Therefore, n= [1+530530(0.05) 2]

n = 228

3. Analysis and results

To test the hypotheses of this study which was set out to examine how organisational justice (with its different dimensions) affects the organisational commitment of support staff of the University of Bamenda, the OLS was used. The use of OLS is justified from its BLUE characteristics which makes it easier for the coefficients to be interpreted without any difficulties. The table below gives the OLS results obtained from the multiple regression analysis and the possible contribution of each variable in explaining organisational commitment of support staff of the University of Bamenda.

Table 1: Model Summary

Model R	R Square	Adjusted R Square	Std. Error of the Estimate
1 .722[a]	.521	.514	.889

a. Predictors: (Constant), Distributive justice, Procedural justice, Interactional justice.

The adjusted R^2 shows the degree of variation of the commitment of the support staff of the University of Bamenda that can be explained by variation in organisational justice. Inferring from the adjusted R^2 (Coefficient of multiple determination), 51.4% of variations in the commitment of the support staff of the University of Bamenda is explained by variations in organisational justice. Also, 48.6% of variations in the commitment is accounted for by variations in other variables different from facets of organisational justice. This is known as the coefficient of non-determination.

Table 2: Analysis of Variance (ANOVA)

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	184.745	3	61.582	77.931	.000[b]
	Residual	169.894	215	.790		
	Total	354.639	218			

a.   Dependent Variable: support staff commitment

b.   Predictors: (Constant), Distributive justice, Procedural justice, Interactional justice.

From table 2, Fisher's test shows that distributive justice, procedural justice and interactional justice have a significant effect on the commitment of the support staff of the University of Bamenda with 77.931 as coefficient. After testing all the hypotheses, it is concluded that distributive justice, procedural justice and interactional justice greatly affect the commitment of the support staff of the University of Bamenda.

Table 3: Regression Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	-.320	.248		-1.291	.198
	Distributive justice	.093	.065	.078	1.445	.150
	Procedural justice	.185	.056	.189	3.295	.001
	Interactional justice	.720	.063	.594	11.504	.000

a. Dependent Variable: Organisational commitment

Table 3 gives a summary of the regression analysis carried out for checking the strength of the relationship between independent variables (i.e., distributive justice, procedural justice and interactional justice) and the dependent variable (i.e., commitment of the support staff of the University of Bamenda). The Table 3 further elaborates that 65% change in distributive justice brings about ($\beta = 0.078$) 35% change in the commitment of the support staff of the University of

Bamenda. Table 3 also signifies that 56% change in the procedural justice brings about ($\beta = 0.189$) 44% change in the commitment of the support staff of the University of Bamenda. Finally the table 3 signifies that 63% change in the interactional justice brings about ($\beta=0.594$) 37% change in the commitment of the support staff of the University of Bamenda.

4. Major findings

The first hypotheses of the study stated that there is a positive influence of distributive justice on the commitment of the support staff of the University of Bamenda. The findings of this study supported the hypothesis and they are in line with the research of Fatt, *et al.* (2010) reported that the higher the levels of workers' perception towards

fairness of the outcomes a worker receives (distributive justice) the higher will be their resulted commitment towards their organisation. The second hypothesis of the research revealed that there is a positive influence of procedural justice on the commitment of the support staff of the University of Bamenda. Findings of the study shown that there is a significant and positive influence of procedural justice and the commitment of the support staff of the University of Bamenda thus, supporting the hypothesis. This finding is in line with the findings of Sholihin and Pike (2010) that said that procedural justice has its own importance because it has a likely effect on the attitudes of staff and commitment of workers. The third hypothesis stated that there is positive influence of interactional justice on the commitment of the support staff of the University of Bamenda. Findings of this study revealed that interactional justice significantly influenced the commitment of the support staff of the University of Bamenda. These findings concurred with the research of Sharlicki and Folger (1997) which said that when the hierarchy shows adequate sensitivity and concern towards the workers, treating them with dignity and respect, those workers seem to be willing to tolerate the combination of an unfair pay distribution and unfair procedures that would otherwise contribute ultimately to retaliatory attitudes.

5. Conclusion and Recommendations

5.1 Conclusion

This research aimed at evaluating the effect of distributive justice, procedural justice and interactional justice on the commitment of the support staff of the University of Bamenda. The results found that the components of organisational justice (distributive justice, procedural justice and interactional justice) positively and significantly affect the commitment of the support staff of the University of Bamenda. The effect of the interactional justice is greater than that of the distributive justice and procedural justice. This shows that in the University of Bamenda, distributive justice is viewed differently depending on the place of work (school or faculty) and the work status.

5.2 Recommendations

Based on these findings, the following recommendations are proposed. Firstly for distributive justice, the University of Bamenda should understand that sharing equally resources, rewards and responsibilities among the workers especially the support staff is crucial for its performance which comes through the support staff commitment level. The University of Bamenda therefore should draw and communicate clear criteria for rewards, promotions and resources and the same criteria should be applied at all levels or departments or schools or faculties. Decisions about promotions, bonuses and job assignments should be made using a standard method or procedure. Furthermore, the University of Bamenda should put in place a mechanism for appeal in a case of perceived inequity and manage disparities and feelings of bias which will help in reinforcing the perception of fairness in the University of Bamenda. Secondly, for procedural justice, the University of Bamenda should clearly communicate the process and methods used in decision making. In other words, it has to explain clearly to support staff how decisions are being taken, the criteria and the reasons of the decisions. Also, processes and methods in the allocation of resources and conflict resolutions should be consistent regardless the rank, department, faculty or school of the support staff. This will help support staff perceive little discrimination and a great sense of procedural fairness. Lastly, for the interactional justice, it is crucial for the University of Bamenda to establish a culture where workers especially support staff feel valued, are listened to and are treated with dignity and integrity. Furthermore, any decision related to support staff should be well communicated to them truthfully and the hierarchy should further explain the reasons behind such decisions. Also, the University of Bamenda should encourage an empathic environment whereby personal discussions, counseling, flexible work arrangements and moral assistance are highly practiced whenever workers are faced with emotional challenges.

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