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**Investigating the Influence of Organizational  
Justice on Employee commitment in University  
Libraries in South-West, Nigeria**

By

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**Abstract**

*The study investigated the influence of organizational justice on employee commitment in university libraries in South-West, Nigeria. The study adopted survey research design. The population of the study consisted of 684 librarians from 43 universities in the six states of South-West, Nigeria. Total enumeration was used to cover all the professional and para-professional librarians. A validated questionnaire was used for data collection. Cronbach's Alpha coefficients for the constructs ranged from 0.82 to 0.89. A return rate of 72% was achieved. Data were analyzed using descriptive and inferential (linear and multiple regression) statistics. Findings showed that the level of employee commitment in university libraries in South-West, Nigeria was fairly high ( $M=2.64$  on a 4-point scale). Organizational justice significantly influence employee commitment in university libraries in South-West, Nigeria ( $\beta = .231, t_{(488)} = 63.16, R^2 = .280, p < 0.05$ ). However, procedural justice ( $\beta = .287, p < 0.05$ ) relatively contributed most to employee commitment than distributive justice ( $\beta = .176, p < 0.05$ ). The study concluded that organizational justice influenced employee commitment in university libraries in South-West Nigeria. The study recommended university library management in the South-West region should continue to uphold organizational justice as this will go a long way to further increase employee commitment.*

**Keywords:** Employee commitment, Organizational justice, Nigeria, South-West, University libraries



## Introduction

Commitment of employees is crucial to the success of an organization. Many employees stay in an organization for different reasons, some because they are emotionally attached to the organization, others stay because they are obligated or they do not have any alternative jobs. Employee commitment involves employees' loyalty towards the achievement of organizational goals by complying with the rules, regulations and objectives. Allen and Meyer (1990) conceptualised employee commitment as three components which include affective commitment, normative commitment, and continuance commitment. Affective commitment involves employee emotional attachment and feeling of belonging to the organization. Therefore, affectively committed employees have strong bonds and are of great value to the organization. Normative commitment is a feeling of obligation on the part of employees to remain in an organization due to the consequences of leaving. While, continuance commitment refers to employees' need to stay in the organization due to lack of alternatives (Meyer, Stanley, Jackson, McInnis, Maltin, & Sheppard, 2012).

Studies have reported that employee commitment in university libraries in Nigeria has been observed to be low (Amusa, Iyoro & Olabisi, 2013; Crook, 2010). Several studies have also identified factors that constitute low level of commitment among employees in various organizations. Some studies have pointed out that employees are faced with problems relating to job security, career path, supervisor-subordinate communication, teamwork, unfair treatment by supervisors, poor working conditions, role clarity, motivation and reward system (Gelaidan & Ahmad, 2013; Nguyen, Mai & Nguyen, 2014). University libraries in South-West, Nigeria cannot be secluded from this disheartening situation. It can be inferred from the above that good supervisor-subordinate communication, team spirit, and fair treatment (organizational justice) may increase employee commitment while absence of it may result to low commitment of employees in the organization. Rasch and Szytko (2013) argued that when employees notice their leader as being fair in terms of reward, procedure, and interaction, they may be more committed to the organization.

Organizational justice is defined as a process by which employees perceive the resource allocation, decision-making, and interpersonal interaction in an organization to be either fair or unfair (Caron, Ben, Ahmed & Vandenberghe, 2013). It is thus concerned with workplace behaviour especially from the way and manner supervisors treat their subordinates with regard to pay (salaries, wages, and rewards), organizational procedures (policies, decision making) and interpersonal relationship. This further shows that justice or fairness is important to employees because more often they aspire to be contented and work in an environment that provided rewards for the discharge of their duty, ensure enacted policies are applicable to every employee irrespective of his/her level and good relationship with supervisors and workmates. In this direction, Raza, Rana, Qadir, and Rana (2013) stated that there are three (3) components of organizational justice and they are distributive justice, procedural justice and interactional justice. According to Dodman and Zadeh (2014), supervisors' or leaders' unfair treatment of employees will lead to negative attitude on the part of employees and can also bring about low morale, disloyalty, low motivation, and decrease commitment which can result in employees quitting the organization. In this regard, studies have reported the existence of injustice in some Nigerian organizations to include unfair treatment of subordinates by their supervisors, partiality in reward systems such as inappropriateness of outcomes and processes, biases in promotional activities, disregard or disrespect for workers, favouritism and poor organizational policies or procedures (Akoh & Amah, 2015; Fabian & Anhang, 2015; Oluwafemi, 2013). Therefore, from the foregoing, fair treatment of employees that is fairness in allocation of reward, respect and good interpersonal relationship as well as fair organizational procedures will encourage a high commitment among library personnel. Based on this assumption, the study intends to examine the influence of organizational justice on employee commitment in university libraries in South-West, Nigeria.



## Statement of Problem

Studies have reported that library personnel in academic libraries are uninterested in library work, their task performance is not encouraging and they demonstrate lack of dedication and commitment to duty (Amusa et al, 2013). It is perceived that the level of employee commitment in many university libraries in Nigeria is low. A dissatisfied employee may either resign from his/her job or constitute nuisance to the organization and this could encourage inefficiency and low productivity or commitment (Ademodi & Akintomide, 2015 p.1). As has being reported by studies that there is low level of commitment among library personnel in Nigerian university libraries, several reasons can be responsible for this. For example, if library personnel nurse feelings of unfairness, dissatisfaction, unkind attitude and unequal treatment as compared with their counterparts within the same university system, this may affect their commitment level. Nevertheless, high level of employee commitment and attainment of organizational goals of the university library may also be dependent on existence of organizational justice. This study sought to find out the level of employee commitment in Nigeria university libraries and to what organizational justice influence the commitment of library personnel in universities in South-West, Nigeria.

## Objective of the Study

The general objective of this study is to investigate the influence of organizational justice on employee commitment in university libraries in South-West, Nigeria. The specific objectives are to:

1. Find out the level of employee commitment in university libraries in South-West, Nigeria;
2. find out the degree of organizational justice in university libraries in South-West, Nigeria; and
3. ascertain the influence of organizational justice on employee commitment in university libraries in South-West, Nigeria.

## Research Questions

The following research questions are raised based on the objectives of the study:

1. What is the level of employee commitment in university libraries in South-West, Nigeria?
2. What is the degree of organizational justice in university libraries in South-West, Nigeria?

## Hypothesis

The under listed null hypothesis is tested at 0.05 level of significance:

Ho: Organizational justice has no significant influence on employee commitment in university libraries in South-West, Nigeria.

## Review of Literature

### Employee Commitment in Organizations

Employee commitment (EC) has different meaning to different researchers. Sharma and Bajpai (2010) affirmed that employees are seen as being committed to an organization if they eagerly continue their association with the organization and dedicate considerable effort to achieving organizational goals. According to Akanbi and Itiola (2013), employee commitment is the level to which employees recognise with their organization and are committed to contribute immensely in order to achieve organizational goals and objectives. Meyer et al (2012) developed a three-component model that explains organizational commitment and they are: affective commitment, continuance commitment and normative commitment.

Studies have reported that employee commitment in Nigeria is observed to be low (Amusa et al, 2013; Ogunjinmi et al, 2014). Amune (2015) compared the relative merits of employee commitment among academic librarians in Nigerian public and private universities found out that out of 400 librarians, 277 were affectively committed to their institution, which was due to the emotional attachment, identification, and involvement that the librarians had with their organizations. However, the remaining 123 librarians were not committed to the organization.



On the other hand, Ikonne and Ikonne (2016) reported that librarians were highly committed to their library because they feel emotionally attached and loyal to their library. This finding agreed with that of Babalola and Opeke (2013) who studied participative management and organizational commitment among academic librarians in Ogun State, Nigeria. They found out that librarians were committed, however, affective and continuance commitment was high but normative commitment was relatively low in academic libraries in Ogun State.

### **Organizational Justice in Organizations**

People around the globe especially employees working in organizations are certainly observant of the issues and situations of justice or fairness in their everyday lives as well as their work environment. Organizational justice is described as the state in which employees perceive that the procedures, interactions as well as the distribution of outcomes in the organization are fair (Bidarian & Jafari, 2012).

Empirical studies have revealed the extent or degree of organizational justice in various organizations including libraries. For example, Nikookar, Nowkarizi and Sharif (2016) investigated the relationship between organizational justice and organizational citizenship behaviour in public libraries of Razavi Khorasan Province, Iran. The result of their study showed that the level or extent or degree of organizational justice was low due to librarians' dissatisfaction with job responsibilities, salaries, unfair decisions by management, and unfair interaction and communication between managers and their subordinates. This finding disagreed with Demikiran, Taskaya and Dinc (2016); Sokhanvar, Hasanpoor, Hajihashemi, and Kakemam (2016) found a moderately high level of organizational justice in hospitals in Turkey and Tetran Iran respectively. The high level of organizational justice indicated that supervisors/leaders showed respect, courtesy; provide workers with timely and accurate information regarding organizational actions and remunerations were equally distributed as a result of workers' hard work. The finding corroborated Abdul Rauf (2014) who also reported moderate level of organizational justice in schools in Sri Lanka.

Kont and Jantson (2013) surveyed Estonian university libraries in Europe in order to explain satisfaction of staff in terms of division of labour, work organization and coordination, existence of intra-organizational career opportunities as well as with the fairness of salaries in view of the qualifications and responsibilities of university librarians. The result of the study indicated that librarians were satisfied with division of labour but they were not happy with the way and manner through which remuneration were distributed. This finding also corroborated that of Obeidat and Al-Dwairi (2015) who surveyed 400 librarians from 24 universities in Jordan on the role of financial and moral incentives on employee performance. The result of their study indicated that the library provided payment to meet employees' needs. However, librarians were unhappy about the financial and moral incentives provided for them.

### **Organizational Justice and Employee Commitment**

Justice is vital if employees are to be committed to the organization. According to Sarnecki (2015) organizational justice has a great effect on employees' turnover intentions such as commitment. Therefore, employees may increase their efforts and loyalties to the organization when they perceived that they are equitably and fairly treated (Al-Zu'bi, 2010). In order to assess the relationship between organizational justice and employee commitment, different researchers have carried out different studies in this regard and have reported different findings. A study by Somayyed, Mohsen and Zahed (2013) was to ascertain the relation between organizational justice and organizational commitment among the librarians working in ministry of science academic libraries of Khouzestan province in Iran. The result showed that there was a positive relationship between organizational justice and commitment. This was based on the premise that managers had good interpersonal relationship with librarians and they also improved the procedures through which rewards were received. Yasar, Emhan and Ebere (2014) analysed organizational justice, supervisor support and organizational commitment of employees in energy sector in Nigeria. The outcome of the study indicated a positive relationship between organizational justice and organizational commitment. The reason for this relationship was because the

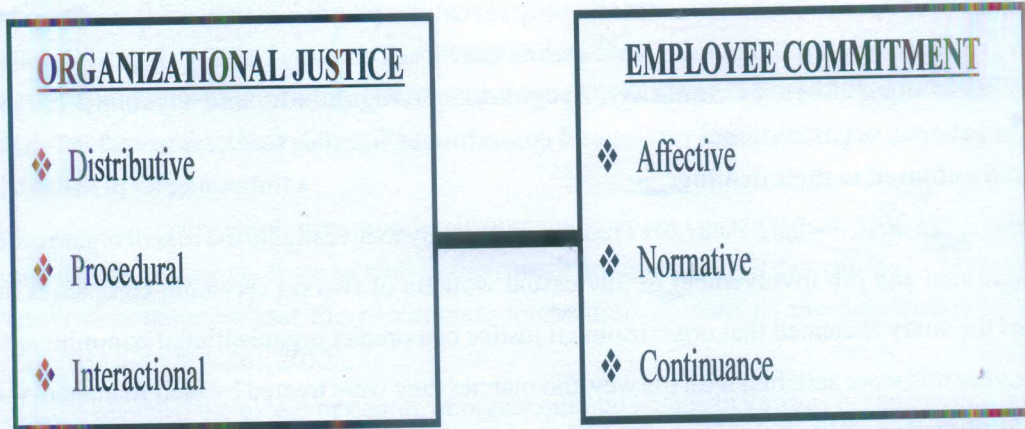


organization was concerned about the wellbeing of its workers. This study corroborated that of Monanu, Okoli and Adibe (2015) examined the link between organizational justice and counterproductive work behaviour of civil servants in Anambra state, Nigeria. The result of their study revealed a positive relationship between organizational justice and counterproductive work behaviour. This means that workers may display negative work behaviour if treated unfairly by their supervisors. In similarity, Arogundade, Arogundade, and Oyebanji (2015) indicated a positive relationship between organizational justice and commitment because teachers perceived their principal to be fair, respectful and unbiased in their dealings.

In addition, Ebeh, Njoku, Ikpeazu, Nwiana-Ana (2017) conducted a study to investigate the role of organizational justice on organizational commitment and job involvement of 399 casual workers of two oil servicing companies in Rivers state, Nigeria. The result of the study indicated that organizational justice can predict organizational commitment. They further explained that employees that were satisfied with the way and manner they were treated by their managers were committed and devoted to the organization. Nwokolo, Ifeando and Anazodo (2016) carried out a study to find out if perception of organizational justice can predict employee engagement among secondary school teachers in Awka south local government area of Anambra state, Nigeria. The result of their study indicated that organizational justice does not predict employee engagement.



### Conceptual Model for the Study



**Figure 1:** Conceptual model for the Study.

**Source:** (Mayowa-Adebara, Oyerinde & Akinola, 2018)



## Discussion of the Conceptual Model

The conceptual framework for this study was built on the theories and literature reviewed. The self-made model explains the influence of organizational justice on employee commitment. The model is divided into two parts: independent and dependent variable. The independent variable section consists of organizational justice, while the dependent variable is employee commitment of librarians in the university library. This is based on literature reviewed which confirmed that there are several factors that affect the level of commitment of workers. One of such factors is organizational justice.

Employee commitment is important to the success of the university libraries. Employee commitment in this case is librarians' willingness to devote their time, effort and loyalty to the university library. Employee commitment as conceptualized in this study consists of three elements namely, affective, normative, and continuance commitment. Librarians' may be willing to give their best in the organisation when they are treated fairly, and when they have cordial relationship with supervisors.

Organizational justice consists of three components: distributive, procedural and interactive justice. Therefore, librarians' overall satisfaction and commitment levels are directly affected by their perception of fairness in the organisation particularly the fairness of their leader or supervisor (Khan & Abdul Rashid, 2012). This implies that when librarians are fairly treated, they would be able to discharge their duties effectively while those who are not fairly treated may decide to walk out from the organisation.

## Methodology

The study adopted a survey research design. The study population was made up of six hundred and eighty-four (684) library personnel from forty-three (43) universities in South-West, Nigeria. In this study, total enumeration was used to cover all 684 library personnel in all the universities in South-West, Nigeria. A questionnaire titled "Leadership style, Organizational justice, Human capital development and Employee commitment" was used for data collection. The questionnaire was divided into three sections: Section A focused on demographic information of the respondents such as name of institution, gender, age, educational qualification, and working experience; Section B measured level of employee commitment using a Likert-type scale ranging from Strongly Agree (4), Agree (3), Disagree (2), and Strongly Disagree (1). Items in this section were adapted from Allen and Meyer (1996); and Section C measured organizational justice using Likert-type scale with responses ranging from Very High Degree= 4; High Degree= 3; Low Degree = 2; Very Low Degree= 1. The items in this section were adapted from the scale developed by Niehoff and Moorman (1993). The questionnaire was validated by experts in the field of variables and it gave reliability coefficients of Organizational Justice (0.89) and Employee Commitment (0.82). On the whole, 684 copies of questionnaire were administered to librarians in university libraries in South-West, Nigeria; out of which a total number of 492 copies were retrieved. This gives 72 % return rate of the administered questionnaire for this study. The data collected were analysed using descriptive statistics for question 1-2, while the hypothesis was tested using linear and multiple regression analysis. Responses from the questionnaire were coded and analysed using the Statistical Package for Social Sciences Software (SPSS Version 22).

**Research Question 1: What is the level of employee commitment in university libraries in South-West, Nigeria?**



**Table 1 Level of Employee Commitment**

	Strongly Agree	Agree	Disagree	Strongly Disagree	Mean	SD
Affective Commitment	(%)	(%)	(%)	(%)		
I enjoy discussing my library with people outside	150	251	77	14	3.09	.75
	(30)	(51)	(16)	(3)		
This library is of enormous good to me	119	284	70	19	3.02	.73
	(24)	(58)	(14)	(4)		
I really feel as if this library problem is my own	121	241	108	22	2.94	.80
	(25)	(49)	(22)	(4)		
I do feel emotionally attached to this library	102	263	109	18	2.91	.75
	(21)	(53)	(22)	(4)		
I would be happy to spend the rest of my career in this library	112	173	147	60	2.68	.96
	(23)	(35)	(30)	(12)		
Average	2.93 (0.62)					
Normative Commitment						
I feel my library provides opportunity for me to make use of my abilities and feel accomplished	112	263	94	23	2.94	.78
	(23)	(53)	(19)	(5)		
I continue to work for this library because I believe that the library deserves my loyalty and therefore I feel a sense of moral obligation to remain	81	261	118	32	2.79	.79
	(16)	(53)	(24)	(7)		
I feel the library owes me for my input and as such I do not feel ready to leave	76	200	168	48	2.62	.86
	(15)	(41)	(34)	(10)		
I feel it is not right to leave my library because I owe a great deal to my library	55	189	198	50	2.51	.82
	(11)	(38)	(40)	(10)		
I am obliged to my library and the workers in it and as such I	51	174	206	61	2.44	.84



**KEY: Strongly Agree=4, Agree=3, Disagree=2, Strongly Disagree=1 SD=Standard Deviation.**

**Decision Rule :** If mean is  $\leq 2.5$  = Low Level; 2.5 to 2.99 =Moderate/Fairly High Level; 3.00 to 4.00 = Very High Level.

Table 1 shows that the level of employee commitment in university libraries in South-West, Nigeria was fairly high ( $M = 2.64$ ) on a 4-point scale. For all parameters measured, affective commitment had the highest mean of (2.93), followed by normative commitment ( $M = 2.66$ ), and continuance commitment which had a lower mean of (2.32). Considering the three components of employee commitment, library personnel in university libraries in South-West, Nigeria were more affectively committed than normative and continuance. The major factors that contributed to their affective commitment was that library personnel enjoyed discussing library matters with people outside ( $M = 3.09$ ), the library was of enormous good to library personnel ( $M = 3.02$ ), and library personnel took the library problems as their own ( $M = 2.94$ ).

Under normative commitment elements, it was revealed that respondents believed that the library provided opportunity for library personnel to make use of their abilities and feel accomplished ( $M = 2.94$ ), and they continue to work for the library because they felt the library deserved their loyalty ( $M = 2.79$ ).

Considering continuance commitment, library personnel of the university libraries in South-West, Nigeria were of the opinion that staying in their libraries was a matter of necessity ( $M = 2.53$ ). This indicated that the level of continuance commitment in university libraries was low as library personnel remain in libraries only due to lack of alternative



**Research Question 2: What is the degree of organizational justice in university libraries in South-West, Nigeria**

**Table 2 Degree of Organizational Justice in University Libraries**

The Degree to which.....	Very High Degree	High Degree	Low Degree	Very Low Degree	Mean	SD
<b>Distributive Justice</b>	(%)	(%)	(%)	(%)		
My work schedule is fair.	90 (18)	292 (59)	92 (19)	18 (4)	2.92	.72
My work load is fair	52 (11)	298 (61)	115 (23)	27 (5)	2.76	.71
My job responsibilities are fair.	49 (10)	284 (58)	117 (24)	42 (9)	2.69	.76
My overall rewards are fair	38 (8)	254 (52)	158 (32)	42 (9)	2.59	.75
My level of pay is fair.	45 (9)	234 (48)	173 (35)	40 (8)	2.58	.77
<b>Average</b>	<b>2.71 (0.62)</b>					
<b>Interactional Justice</b>						
Supervisor shows concern for my rights as an employee when decisions are made about my job.	74 (15)	256 (52)	119 (24)	43 (9)	2.73	.82
Supervisor offers adequate justification for decisions made about my job.	68 (14)	254 (52)	127 (26)	43 (9)	2.71	.81
Supervisor treats me with kindness, respect and dignity when decisions are made about my job.	58 (12)	276 (56)	112 (23)	46 (9)	2.70	.80
Supervisor explains clearly any decision made about my job.	63 (13)	266 (54)	114 (23)	49 (10)	2.70	.82
Supervisor is sensitive to my personal needs when decisions are made about my job.	58 (12)	267 (54)	117 (24)	50 (10)	2.68	.81
Supervisor discusses the implications of the decisions made about my job with me.	54 (11)	259 (53)	136 (28)	43 (9)	2.66	.79
<b>Average</b>	<b>2.70 (0.71)</b>					
<b>Procedural Justice</b>						
Management makes job decisions in an unbiased manner.	65 (13)	244 (50)	143 (29)	40 (8)	2.68	.80
Supervisor collects accurate and complete information to make job decisions.	66 (13)	252 (51)	127 (26)	47 (10)	2.68	.82
Concerned employees are heard before job decisions are made by supervisor.	62 (13)	224 (46)	158 (32)	48 (10)	2.61	.83
All job decisions are applied consistently across all affected employees.	56 (11)	239 (49)	141 (29)	56 (11)	2.60	.83

Source: Field Survey, 2017



**Key: Very High Degree= 4; High Degree= 3; Low Degree= 2; Very Low Degree= 1; (SD)= Standard Deviation.**

**Decision Rule : If mean is  $\leq 1.49$  = Very Low Degree; 1.5 to 2.49 = Low Degree; 2.5 to 3.49 = High Degree; 3.5 to 4 = Very High Degree**

From Table 2, the degree of organizational justice in university libraries in South-West, Nigeria was high ( $M = 2.67$ ). Distributive justice (i.e. fairness in reward allocation, workload and job responsibility) ( $M = 2.71$ ), and interactional justice (i.e. respect, kindness and dignity) which had ( $M = 2.70$ ) contributed almost equal proportions than procedural justice (i.e. fairness in processes) which scored ( $M = 2.61$ ), even though the score was also high.

A major contribution to the high degree of distributive justice was that library personnel work schedule were fair ( $M = 2.92$ ), workload was fair ( $M = 2.76$ ), job responsibilities were fair ( $M = 2.69$ ), and rewards were fair ( $M = 2.59$ ). For interactional justice, supervisor showed concern for library personnel rights as an employee when decisions were made about their job ( $M = 2.73$ ), supervisor offered adequate justification for decisions made about employees' job ( $M = 2.71$ ), and supervisor treated employees with kindness when decisions were made about their job ( $M = 2.70$ ).

Under procedural justice, job decisions were made by management in an unbiased manner ( $M = 2.68$ ), supervisor tried to collect accurate and complete information when making job decisions ( $M = 2.68$ ), and supervisor ensured that all concerned employees were heard before job decisions were made ( $M = 2.68$ ).

### **Testing of Hypotheses**

**Hypothesis:** Organizational justice has no significant influence on employee commitment in university libraries in South-West, Nigeria.

Details of analysis are presented in Table 3a.



**Table 3a Regression Analysis of Organizational Justice on Employee Commitment**

ANOVA						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	32.255	3	10.752	63.162	.000
	Residual	83.069	488	.170		
	Total	115.325	491			
R = .529 R Square = .280 Adjusted R Square = .275						

**\*Sig. at .05 level**

Table 3a indicates that organizational justice significantly influence employee commitment in university libraries in South-West, Nigeria ( $\beta = .231$ ,  $t_{(488)} = 63.16$ ,  $R^2 = .280$ ,  $p < 0.05$ ). Therefore, the null hypothesis is rejected which was organizational justice has no significant influence on employee commitment in university libraries in South-West, Nigeria. Organizational justice accounts for 28% of the total variance in employee commitment.



**Table 3b Relative Contribution of Distributive, Procedural Justice, and Interactional, on Employee Commitment**

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.414	.095		14.939	.000
	Distributive Justice	.140	.034	.180	4.119	.000
	Procedural Justice	.199	.035	.287	5.637	.000
	Interactional Justice	.120	.034	.176	3.534	.000

**\*Sig. at .05 level**

Table 3b indicates that the standardized beta coefficients shows that procedural justice ( $\beta = .287$ ,  $p < 0.05$ ) relatively contributed most to employee commitment than distributive justice ( $\beta = .180$ ,  $p < 0.05$ ) and interactional justice ( $\beta = .176$ ,  $p < 0.05$ ).

### Discussion of Findings

Findings to research question one showed that the level of employee commitment in university libraries in South-West, Nigeria was fairly high. Affective commitment had the highest mean score followed by normative commitment and the lowest mean score was continuance commitment. Adekola (2012) in support of this finding stated that committed employees displayed high job performance when compared to under committed employees. Little wonder, employees were able to discuss their library with people, and they were emotionally attached to the library. The findings agreed with Babalola et al (2013) who reported that librarians were committed to their library. However, the level of affective and continuance commitment was high but normative commitment was relatively low in academic libraries. The findings also corroborated those of Amune (2015); Ikonne et al (2016); Mayowa-Adebara and Aina (2016) who reported that librarians were committed to their library because they felt emotionally attached and loyal to their libraries. Surprisingly, the result disagreed with Ogunjinmi et al (2014) who reported low employee commitment in Nigeria. Low level of employee commitment is an indication that employees are less loyal and concerned with the success of the organization. The finding that affective commitment contributed most to the level of commitment of librarians was in line with the observation of Alnaçık, Alnaçık, Akçin, and Erat (2012) who opined that employees with a high level of affective commitment are more motivated and have a strong desire to contribute maximally to the organization.

Findings to research question three revealed high degree of organizational justice in South-West, Nigeria. High degree of organizational justice indicated that librarians in university libraries considered their workplace procedures, interactional and rewards to be fair. This finding was in consonance with that of Abdul Rauf (2014); Demikiran et al (2016); Sokhanvar



et al (2016) who reported a high level/degree of organizational justice because supervisors/leaders showed respect, courtesy; provide workers with timely and accurate information regarding organizational actions and remunerations were equally distributed as a result of workers' hard work. However, the finding disagreed that of Nikookar et al(2016) who reported a low degree of organizational justice in public libraries in Iran. This low degree of organizational justice was attributed to librarians' dissatisfaction of job responsibilities, salary, unfair decisions by supervisors and managers, and low communication between supervisors and colleagues. Researchers have confirmed that absence or low degree of organizational justice may give rise to counterproductive work behaviour such as reduced amount of respect towards the organization, critical expression about the organization, lower employee commitment, reduce performance and job satisfaction (Khalil & Sharaf, 2014; Shaharrudin, Ahmad, & MuhaizamMusa, 2016). In contrast, high degree of organizational justice increases employees' performance, job satisfaction and commitment.

The finding revealed that among the three elements of organizational justice, distributive justice was ranked highest. This indicated that, to a relative extent employee in university libraries in South-West, Nigeria were satisfied with their pay, workload and job responsibilities. The finding disagreed with Kont et al (2013); Obeidat et al (2015) who found out that librarians were not happy with the way and manner through which remuneration were distributed, and that workloads were not shared equally. The finding of this study corroborated Sidra, Hafiz and Maqsood (2015) who reported that libraries in Pakistan had fair level of distributive justice due to fairness in reward distribution process.

### Hypothesis Testing

It was revealed that organizational justice had a significant influence on employee commitment in university libraries in South-West, Nigeria. Therefore, null hypothesis which states that organizational justice has no significant influence on employee commitment in university libraries in South-West, Nigeria was rejected. The three components of organizational justice (distributive, procedural and interactional) had significant influence on employee commitment in university libraries in South-West, Nigeria. The finding corroborated Somayyed et al (2013) who reported a positive influence between organizational justice and commitment in academic libraries. The finding is also in agreement with other Nigerian researchers such as Arogundade et al (2015), Ebeh et al (2017) Monanu et al (2015), and Yasar et al (2014). However, this result contrasted Nwokolo et al (2016), and Srivastava (2015) who reported a negative influence of organizational justice on employee commitment. The result of this study also revealed that procedural justice relatively contributed most to employee commitment than distributive justice and interactional justice.

Based on the analysis of the data, the major findings of the study were as follows:

1. Library personnel in South-West, Nigeria considered their level of commitment as fairly high. Librarians were more effectively committed. However, continuance commitment was low.
2. The degree of organizational Justice in university libraries in South-West, Nigeria was high. Distributive justice contributed most to this high degree of organizational justice, over and above interactional justice and procedural justice.
3. Organizational justice had significant influence on employee commitment in university libraries in South-West, Nigeria.

### Conclusion and Recommendations

The findings have shown that the level of employee commitment in university libraries in South-West, Nigeria was fairly high. It can be deduced that librarians in university had a lower rate of absenteeism, and increased level of commitment. Organizational justice also had a high degree, which was an indication that employees were satisfied with their reward, organizational procedures and was treated kindly by their supervisors. The study also confirmed that organizational justice significantly influenced employee commitment in university libraries in South-West, Nigeria implied that fairness in procedures, resources allocation and good interpersonal relationship between supervisors and library personnel could boost their commitment.



Based on the findings of this study, the following recommendations are made:

1. The study revealed fairly high level of employee commitment in university libraries in South-West, Nigeria. Therefore, university library management should deploy means to further increase employee commitment. This they can do by providing good condition of service such as regular promotion, salary increment and provision of career opportunities.
2. The study revealed a high degree of organizational justice which may be attributed to the fact that employees were treated fairly in terms of reward allocation, procedures and interaction. Hence, university library management in the South-West region should continue to uphold organizational justice as this will go a long way to further increase employee commitment.

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