



**RELATIONSHIP DYNAMICS BETWEEN ORGANISATIONAL JUSTICE
AND ORGANISATIONAL COMMITMENT IN A ZIMBABWEAN PUBLIC SECTOR
ORGANISATION**

by

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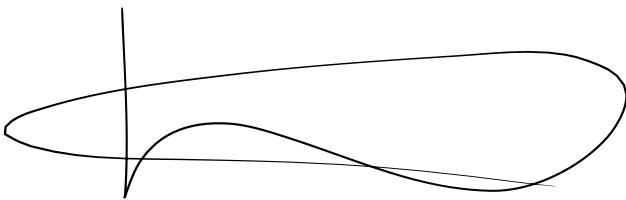
February 2024

DECLARATION

I, Nare Nomusa, student number 44141920, declare that this dissertation entitled **“Relationship dynamics between organisational justice and organisational commitment in a Zimbabwean public sector organisation”** is my own work and that all the sources that I have used or quoted have been indicated and acknowledged by means of complete references. I further declare that I submitted the dissertation to originality-checking software and that it falls within the accepted requirements for originality.

I further declare that I have not previously submitted this work, or part of it, for examination at Unisa for another qualification or at any other higher education institution.

I further declare that ethics clearance to conduct the research has been obtained from the Department of Human Resource Management, University of South Africa, as well as from the participating organisation. I also declare that the study has been carried out in strict accordance with the Policy for Research Ethics of the University of South Africa (Unisa). I took great care that the research was conducted with the highest integrity, considering Unisa’s Policy for Infringement and Plagiarism. The ethics clearance certificate to conduct the research has been attached as Appendix A. The invitation letter and consent form are attached as Appendix B and Appendix C.



.....
Nare Nomusa

2024-02-28

.....
Date

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ABSTRACT

RELATIONSHIP DYNAMICS BETWEEN ORGANISATIONAL JUSTICE AND ORGANISATIONAL COMMITMENT IN A ZIMBABWEAN PUBLIC SECTOR ORGANISATION

by

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The general aim of the study was to investigate the statistical nature of the interrelationships between the independent variable, namely organisational justice (distributive justice, procedural justice, interpersonal justice and informational justice) and the dependant variable, namely organisational commitment (affective commitment, continuance commitment and normative commitment). Previous studies on the relationship between organisational justice and organisational commitment are well documented. However, the correlation between these variables in a Zimbabwean public sector organisation is unknown. The study used a quantitative research approach and considered the research from a post-positivist research paradigm. A convenient sample of employees working in a public sector organisation in Zimbabwe (n=411) completed the questionnaire. Descriptive, correlational and inferential statistics revealed positive relationships between organisational justice and organisational commitment, with variations in the strength of these associations across different justice dimensions and types of organisational commitment (affective commitment, continuance commitment and normative commitment) in a Zimbabwean public sector organisation. However, distributive justice emerged as the strongest predictor of organisational commitment among the various types of organisational justice. Moreover, the results revealed insignificant differences in employees' perceptions regarding the relationship between organisational justice and organisational commitment based on the gender and age of the participant. The relationships confirmed in the study between the two constructs

contributed to knowledge of organisational justice and organisational commitment within an African environment. From a practical viewpoint, the research findings confirm the importance of fostering perceptions of justice in the workplace, as it contributes to higher levels of commitment among employees. Therefore, public sector management should consider the impact of justice on employees' commitment levels, as it influences organisational performance and profitability. Strategies to enhance commitment should be implemented consistently across all age groups and genders.

Key terms

Affective commitment, continuance commitment, distributive justice, informational justice, interpersonal justice, normative commitment, organisational commitment, organisational justice, procedural justice, public sector organisation, social exchange theory, Zimbabwe.

OPSOMMING

VERHOUDINGSDINAMIEK TUSSEN ORGANISATORIESE GERECHTIGHEID EN ORGANISATORIESE VERBINTENIS IN 'N OPENBARESEKTOR-ORGANISASIE IN ZIMBABWE

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Die algemene doel van die studie was om die statistiese aard van die onderlinge verhoudings tussen die onafhanklike veranderlike, naamlik organisatoriese gerechtigheid (verdelingsgerechtigheid, prosedurele gerechtigheid, interpersoonlike gerechtigheid en inligtingsgerechtigheid), en die afhanklike veranderlike, naamlik organisatoriese verbintenis (affektiewe verbintenis, voortsettingsverbintenis en normatiewe verbintenis) te ondersoek. Vorige studies oor die verhouding tussen organisatoriese gerechtigheid en organisatoriese verbintenis is goed gedokumenteer. Die korrelasie tussen hierdie veranderlikes in 'n Zimbabwiese openbaresektor-organisasie is egter onbekend. Die studie het gebruik gemaak van 'n kwantitatiewe, post-positivistiese navorsingsbenadering met 'n gemaklikheidsmonster van werknemers wat in 'n openbaresektor-organisasie in Zimbabwe werk ($n = 411$). Beskrywende, korrelasie- en inferensiële statistieke onthul positiewe verhoudings tussen organisatoriese gerechtigheid en organisatoriese verbintenis, met variasies in die sterkte van hierdie assosiasies oor verskillende gerechtigheidsdimensies en tipes organisatoriese verbintenis (affektiewe verbintenis, voortsettingsverbintenis en normatiewe verbintenis) in 'n Zimbabwiese openbaresektor-organisasie. Verdelingsgerechtigheid het egter na vore gekom as die sterkste voorspeller van organisatoriese verbintenis onder die verskeie tipes organisatoriese gerechtigheid. Boonop onthul die resultate onbeduidende verskille in werknemers se waarnemings wat betref die verhouding tussen organisatoriese gerechtigheid en organisatoriese verbintenis gebaseer op die geslag en ouderdom van die deelnemer. Die verhoudings wat bevestig

is in die studie tussen die twee konstruksies dra by tot die kennis van organisatoriese geregtigheid en organisatoriese verbintenis in 'n Afrika-omgewing. Op 'n praktiese vlak ondersteun die navorsingsbevindings die idee dat die bevordering van persepsies van geregtigheid in die werkplek kan bydra tot hoër vlakke van verbintenis onder werknemers. Daarom moet openbare sektorbestuur die impak van geregtigheid op werknemers se verbintenisvlakke oorweeg, aangesien dit organisatoriese prestasie en winsgewendheid beïnvloed. Strategieë om toewyding te verbeter moet konsekwent oor alle ouderdomsgroepe en geslagte heen geïmplementeer word.

Sleutelterme

Affektiewe verbintenis, voortsettingsverbintenis, verdelingsgeregtigheid, inligtingsgeregtigheid, interpersoonlike geregtigheid, normatiewe verbintenis, organisatoriese verbintenis, organisatoriese geregtigheid, prosedurele geregtigheid, openbaresektor-organisasie, sosiale-uitruilingsteorie, Zimbabwe

OKUCASHUNIWE

UBUDLELWANO BOKUZIPHATHA PHAKATHI KOBULUNGISWA KANYE NOKUZIBOPHEZELA KWENHLANGANO KAHULUMENI EZIMBABWE

ngu

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UMNYANGO: Ukuphathwa kwabasebenzi

IZIQU: Zobumpetha Kwezohwebo: Ukuphathwa Kwebhizinisi

Inhloso ejwayelekile yocwaningo kwakuwukuphenya isimo sezibalo sobudlelwano phakathi kokuguquguqukayo okuzimele, okungukuthi ubulungiswa benhlangano (ubulungiswa bokusabalalisa, ubulungiswa benqubo, ubulungiswa phakathi kwabantu kanye nobulungiswa bolwazi), kanye nokuguquguqukayo okuncikile, okungukuzibophezela kwenhlangano (ukuzibophezela okusebenzayo ukuzibophezela okuqhubekayo nokuzibophezela okujwayelekile). Izifundo ezedlule mayelana nobudlelwano phakathi kobulungiswa benhlangano nokuzibophezela kwenhlangano zibhalwe kahle. Kodwa-ke, ukuhlobana phakathi kwalokhu okuguquguqukayo enhlanganweni kahulumeni yaseZimbabwe akwaziwa. Ucwaningo lusebenzise indlela yocwaningo ngokwezombolo nesampula yokukhetha ababambiqhaza ngokusekelwe ekufinyeleleni kwabo kanye nokutholakala kwabo kumcwaningi abasebenza enhlanganweni kahulumeni eZimbabwe (n = 411). Izibalo ezichazayo, ezihambisanayo nezingenasisekelo ziveza ubudlelwano obuhle phakathi kobulungiswa benhlangano nokuzibophezela kwenhlangano, nokwehluka kwamandla alezi zinhlangano ezinhlotsheni ezahlukeni zobulungisa kanye nezinhlobo zokuzibophezela kwenhlangano (ukuzibophezela okusebenzayo, ukuzibophezela okuqhubekayo kanye nokuzibophezela okujwayelekile) enhlanganweni kahulumeni yaseZimbabwe. Kodwa-ke, ubulungiswa bokusabalalisa buvele njengesibikezelo esiqine kakhulu sokuzibophezela kwenhlangano phakathi kwezinhlobo ezahlukeni zobulungiswa benhlangano.

Ngaphezu kwalokho, imiphumela iveze umehluko ongabalulekile emibonweni yabasebenzi mayelana nobudlelwano phakathi kobulungisa benhlangano nokuzibophezela kwenhlangano okusekelwe ebulilini neminyaka yomhlanganyeli. Ubudlelwano obuqinisekisiwe ocwaningweni phakathi kwalezi zakhiwo ezimbili bunomthelela olwazini lobulungiswa benhlangano nokuzibophezela kwenhlangano endaweni yase-Afrika. Imiphumela yocwaningo isekela umbono wokuthi ukukhuthaza imibono yobulungiswa emsebenzini kungaba nomthelela emazingeni aphezulu okuzibophezela phakathi kwabasebenzi. Ngakho-ke, abaphathi bezinkampani zikahulumeni kufanele bacabangele umthelela wobulungisa emazingeni okuzinikela kwabasebenzi, njengoba kunomthelela ekusebenzeni kwenhlangano kanye nenzuzo. Amasu okuthuthukisa ukuzibophezela kufanele asetshenziswe ngokuqhubekayo kuwo wonke amaqembu eminyaka yobudala nobulili.

Amagama asemqoka

Affective commitment

Ukuzibophezela okusebenzayo

continuance commitment

Ukuzibophezela okuqhubekayo

distributive justice

Ubulungiswa obusatshalalisiwe

informational justice

Ubululungiswa bolwazi

interpersonal justice

ubulungisa phakathi kwabantu

normative commitment

ukuzibophezela obujwayelekile

organisational commitment

ukuzibophezela kwenhlangano

organisational justice

ubulungiswa benhlangano

procedural justice

ubulungiswa benqubo

public sector organisation

inhlangano kahulumeni

social exchange theory

ukuziphatha komphakathi kuwumphumela wenqubo yokushintshisana.

Zimbabwe

iZimbabwe

TABLE OF CONTENTS

DECLARATION	i
ACKNOWLEDGEMENTS	ii
ABSTRACT	iii
OPSOMMING	v
OKUCASHUNIWE	vii
LIST OF FIGURES	xxi
LIST OF TABLES	xxii
LIST OF ABBREVIATIONS	xxiv
CHAPTER 1: SCIENTIFIC OVERVIEW OF THE STUDY	1
1.1 BACKGROUND TO AND MOTIVATION FOR THE RESEARCH	1
1.2 PROBLEM STATEMENT	4
1.2.1 Literature review	6
1.2.2 Empirical review	7
1.3 RESEARCH OBJECTIVES AND AIMS	8
1.3.1 General aim of the research	8
1.3.2 Specific aims of the research	8
<i>1.3.2.1 Research aims relating to the literature review</i>	<i>8</i>
<i>1.3.2.2 Research aims relating to the empirical study</i>	<i>9</i>
1.4 STATEMENT OF SIGNIFICANCE	10
1.4.1 Potential contribution on a theoretical level	10
1.4.2 Potential contribution on an empirical level	10
1.4.3 Potential contribution on a practical level	11
1.5 FIELD OF STUDY	11

1.6	RESEARCH MODEL	12
1.7	PARADIGM PERSPECTIVE OF THE RESEARCH	13
1.7.1	Intellectual climate	13
1.7.1.1	<i>Literature review</i>	13
1.7.1.2	<i>Empirical research</i>	15
1.7.2	Market of intellectual resources	16
1.7.2.1	<i>Meta-theoretical statements</i>	16
1.7.2.2	<i>Conceptual definitions</i>	16
1.7.2.3	<i>Central hypothesis</i>	19
1.7.2.4	<i>Theoretical assumptions</i>	20
1.7.2.5	<i>Methodological assumptions</i>	21
1.8	RESEARCH DESIGN	22
1.8.1	Exploratory research	23
1.8.2	Descriptive research	23
1.8.3	Explanatory research	24
1.8.4	Validity	24
1.8.4.1	<i>Validity in terms of the literature review</i>	24
1.8.4.2	<i>Validity in terms of the empirical study</i>	25
1.8.5	Reliability	25
1.8.6	Unit of research	25
1.8.7	Research variables	26
1.9	RESEARCH METHODOLOGY	29
1.9.1	Literature review	29
1.9.2	Empirical study	32
1.10	CHAPTER DIVISION	35

1.11	CHAPTER SUMMARY	36
CHAPTER 2: META-THEORETICAL CONTEXT OF THE STUDY:		
ORGANISATIONAL COMMITMENT IN A PUBLIC SECTOR		
	ORGANISATION	38
2.1	ORGANISATIONAL COMMITMENT IN A ZIMBABWEAN PUBLIC SECTOR CONTEXT	38
2.2	MACRO AND MICRO-ECONOMIC FACTORS INFLUENCING ORGANISATIONAL COMMITMENT IN ZIMBABWE.....	42
2.2.1	Macro-economic Factors influencing organisational commitment.	42
2.2.1.1	<i>Economic and Financial Instability</i>	<i>42</i>
2.2.1.2	<i>Poverty and Human Development</i>	<i>43</i>
2.2.1.3	<i>Political Context Fragility.....</i>	<i>44</i>
2.2.1.4	<i>Corruption Challenges</i>	<i>44</i>
2.2.1.5	<i>Technological environment</i>	<i>45</i>
2.2.1.6	<i>COVID-19 pandemic.....</i>	<i>45</i>
2.2.1.7	<i>Conclusion</i>	<i>46</i>
2.2.2	Micro-Economic Factors influencing organisational commitment..	46
2.2.2.1	<i>Reward policy</i>	<i>47</i>
2.2.2.2	<i>Training and development.....</i>	<i>48</i>
2.2.2.3	<i>Working environment.....</i>	<i>48</i>
2.2.2.4	<i>Quality of employment relationships</i>	<i>49</i>
2.2.2.5	<i>Organisational policies and procedures</i>	<i>49</i>
2.2.2.6	<i>Conclusion</i>	<i>50</i>
2.3	CONCEPTUALISATION OF ORGANISATIONAL COMMITMENT.....	50
2.3.1	Definitions of organisational commitment	50
2.3.1.1	<i>Conclusion</i>	<i>54</i>

2.3.2	Models and theories of organisational commitment	56
2.3.2.1	<i>Meyer and Allen's three-component model.....</i>	56
2.3.2.2	<i>O'Reilly and Chatman's model.....</i>	59
2.3.2.3	<i>Etzioni's model.....</i>	60
2.3.2.4	<i>Conclusion</i>	61
2.4	VARIABLES OF RELEVANCE TO ORGANISATIONAL COMMITMENT IN THE CURRENT RESEARCH.....	62
2.4.1	Organisational justice.....	63
2.4.2	Age	63
2.4.3	Gender	64
2.5	IMPLICATIONS FOR ORGANISATIONAL COMMITMENT PRACTICES IN THE PUBLIC SECTOR CONTEXT	65
2.6	EVALUATION AND SYNTHESIS.....	66
2.7	CHAPTER SUMMARY	67
CHAPTER 3: ORGANISATIONAL JUSTICE PERCEPTIONS AS AN ANTECEDENT OF ORGANISATIONAL COMMITMENT IN A PUBLIC SECTOR ORGANISATION		
3.1	CONCEPTUALISATION OF ORGANISATIONAL JUSTICE	68
3.1.1	Definitions of organisational justice	69
3.1.2	Conclusion	72
3.2	ORGANISATIONAL JUSTICE MODELS AND THEORIES	72
3.2.1	Distributive justice.....	74
3.2.2	Procedural Justice.....	76
3.2.3	Interpersonal justice and informational justice.....	79

3.3	VARIABLES OF RELEVANCE TO ORGANISATIONAL JUSTICE IN THE CURRENT RESEARCH	81
3.3.1	Gender	82
3.3.2	Age	82
3.4	IMPLICATIONS FOR ORGANISATIONAL JUSTICE IN A ZIMBABWEAN PUBLIC SECTOR CONTEXT	82
3.4.1	Distributive justice and organisational commitment	83
3.4.2	Procedural justice and organisational commitment	84
3.4.3	Interpersonal justice and organisational commitment	84
3.4.4	Informational justice and organisational commitment	85
3.5	EVALUATION AND SYNTHESIS	85
3.6	CHAPTER SUMMARY	86
	CHAPTER 4: THEORETICAL INTEGRATION	87
4.1	ORGANISATIONAL JUSTICE: A SUMMARY OF THE LITERATURE REVIEW	87
4.1.1	Distributive justice	88
4.1.2	Procedural justice	88
4.1.3	Interpersonal justice and Informational justice	89
4.2	ORGANISATIONAL COMMITMENT: A SUMMARY OF THE LITERATURE REVIEW	89
4.3	ZIMBABWEAN PUBLIC SECTOR: A SUMMARY OF THE LITERATURE REVIEW	90
4.3.1	Conclusion	91
4.4	THEORETICAL FRAMEWORK OF THE RESEARCH	91
4.5	CONCLUSION	94

4.6	HYPOTHETICAL RELATIONSHIPS BETWEEN THE CONSTRUCTS	96
4.6.1	Hypothetical relationship between organisational justice, organisational commitment and some biographics	96
4.6.1.1	<i>Hypothetical relationship between distributive justice and organisational commitment</i>	98
4.6.1.2	<i>Hypothetical relationship between procedural justice and organisational commitment</i>	99
4.6.1.3	<i>Hypothetical relationship between interpersonal justice and organisational commitment (affective commitment, normative commitment and continuance commitment)</i>	100
4.6.1.4	<i>Hypothetical relationship between informational justice and organisational commitment (affective commitment, normative commitment, and continuance commitment)</i>	101
4.6.1.5	<i>Hypothetical relationship between age and organisational commitment (affective commitment, normative commitment, and continuance commitment)</i>	102
4.6.1.6	<i>Hypothetical relationship between gender and organisational commitment (affective commitment, normative commitment, and continuance commitment)</i>	102
4.6.1.7	<i>Hypothetical relationship between age and organisational justice (distributive justice, procedural justice, interpersonal justice and informational justice)</i>	103
4.6.1.8	<i>Hypothetical relationship between gender and organisational justice (distributive justice, procedural justice, interpersonal justice, and informational justice)</i>	103
4.6.2	Hypothetical relationship of organisational justice (distributive justice, procedural justice, interpersonal justice, and informational justice) as positive predictors of organisational commitment	

	(affective commitment, normative commitment and continuance commitment)	104
4.6.2.1	<i>Hypothetical relationship between distributive justice and organisational commitment (affective commitment, normative commitment, and continuance commitment).....</i>	<i>105</i>
	<i>H2(a): Distributive justice positively and significantly predicts the relationship with organisational commitment (affective commitment, normative commitment, and continuance commitment).....</i>	<i>105</i>
4.6.2.2	<i>Hypothetical relationship between procedural justice and organisational commitment (affective commitment, normative commitment, and continuance commitment).....</i>	<i>105</i>
H2(b):	<i>Procedural justice positively and significantly predicts the relationship with organisational commitment (affective commitment, normative commitment, and continuance commitment).....</i>	<i>106</i>
4.6.2.3	<i>Hypothetical relationship between interpersonal justice and organisational commitment (affective commitment, normative commitment, and continuance commitment).....</i>	<i>106</i>
4.6.2.4	<i>Hypothetical relationship between informational justice and organisational commitment (affective commitment, normative commitment, and continuance commitment).....</i>	<i>107</i>
	<i>H2(d): Informational justice positively and significantly predicts the relationship with organisational commitment (affective commitment, normative commitment, and continuance commitment).....</i>	<i>107</i>
4.6.3	Perceptions of organisational justice and organisational commitment differ according to the characteristics of age and gender	107
4.6.3.1	<i>Perceptions of organisational justice and organisational commitment vary according to the characteristics of gender.....</i>	<i>108</i>
4.6.3.2	<i>Perceptions of organisational justice and organisational commitment vary according to the characteristics of age.....</i>	<i>108</i>

4.7	IMPLICATIONS FOR ORGANISATIONAL COMMITMENT PRACTICES	109
	
4.7.1	Distributive justice	109
4.7.2	Procedural justice	110
4.7.3	Interpersonal justice and Informational justice	111
4.8	CHAPTER SUMMARY	112
	CHAPTER 5: EMPIRICAL RESEARCH	113
5.1	INTRODUCTION	113
5.2	CHOOSING AND MOTIVATING THE RESEARCH INSTRUMENTS .	115
5.2.1	Biographical questionnaire	115
<i>5.2.2.1</i>	<i>Rationale of Organisational Justice Questionnaire (OJQ)</i>	<i>116</i>
<i>5.2.2.2</i>	<i>Dimensions of the Organisational Justice Questionnaire</i>	<i>116</i>
<i>5.2.2.3</i>	<i>Administration of the Organisational Justice Questionnaire</i>	<i>118</i>
<i>5.2.2.4</i>	<i>Interpretation of the Organisational Justice Scale</i>	<i>118</i>
<i>5.2.2.5</i>	<i>Reliability and validity of the Organisational Justice Questionnaire (OJQ)</i>	<i>119</i>
<i>5.2.2.6</i>	<i>Motivation of using the Organisational Justice Questionnaire</i>	<i>119</i>
5.2.3	The Organisational Commitment Questionnaire (OCQ)	119
<i>5.2.3.1</i>	<i>Rationale of Organisational Commitment Questionnaire (OCQ)</i>	<i>119</i>
<i>5.2.3.2</i>	<i>Dimensions of the Organisational Commitment Questionnaire (OCQ)</i>	<i>120</i>
<i>5.2.3.3</i>	<i>Administration of the Organisational Commitment Questionnaire</i>	<i>121</i>
<i>5.2.3.4</i>	<i>Interpretation of the Organisational Commitment Scale</i>	<i>121</i>
<i>5.2.3.5</i>	<i>Reliability and validity of the Organisational Commitment Questionnaire (OCQ)</i>	<i>122</i>
<i>5.2.3.6</i>	<i>Motivation of using the Organisational Commitment Questionnaire (OCQ)</i>	<i>122</i>

5.3	DETERMINATION AND MOTIVATION OF THE SAMPLE	123
5.3.1	Unit of Analysis	123
5.3.1.1	<i>Distribution of age groups in the sample</i>	123
5.3.1.2	<i>Distribution of gender in the sample.....</i>	125
5.3.1.3	<i>Summary of the socio-demographic profile of the sample</i>	126
5.4	DATA COLLECTION.....	126
5.5	ETHICAL CONSIDERATIONS	127
5.6	CAPTURING OF CRITERION DATA	128
5.7	FORMULATION OF THE RESEARCH HYPOTHESIS	128
5.8	STATISTICAL PROCESSING OF DATA	128
5.8.1	Stage 1: Descriptive Statistical Analysis	129
5.8.1.1	<i>Means, standard deviations, skewness and kurtosis data</i>	129
5.8.2	Stage 2: Spearman’s Correlational Analysis	130
5.8.3	Stage 3: Inferential and Multivariate Statistical Analysis	130
5.8.3.1	<i>Regression analysis.....</i>	131
5.8.3.2	<i>Test for significant mean differences.....</i>	131
5.8.3.3	<i>Level of significance.....</i>	132
5.9	CHAPTER SUMMARY	133
CHAPTER 6: RESULTS		134
6.1	INTRODUCTION	134
6.2	PRELIMINARY STATISTICAL ANALYSIS	135
6.2.1	Testing for common method variance	136
6.2.1.1	<i>Common method variance of the Organisational Justice Measure (OJM)</i> <i>.....</i>	137

6.2.1.2	<i>Common method variance of the Organisational Commitment Measure (OCM)</i>	138
6.2.2	Testing construct validity and internal consistency reliability	139
6.2.2.1	<i>Construct validity and reliability of the Organisational Justice Measurement (OJM)</i>	140
6.2.2.2	<i>Construct validity and reliability of the Organisational Commitment Measurement (OCM)</i>	140
6.2.3	Descriptive statistics	143
6.2.3.1	<i>Mean and standard deviations for organisational justice.....</i>	143
6.2.3.2	<i>Mean and standard deviations for organisational commitment</i>	143
6.2.3.3	<i>Internal consistency and reliability of organisational justice</i>	144
6.2.3.4	<i>Internal consistency and reliability of organisational commitment.....</i>	146
6.3	CORRELATIONS	149
6.3.1	Correlations: Independent and dependent variables.....	150
6.4	INFERENCEAL STATISTICS	161
6.4.1	Regression analysis	161
6.4.2	Test for significant mean differences.....	166
6.4.2.1	<i>Tests for significant mean differences: Gender.....</i>	168
6.4.2.2	<i>Test for significant mean differences: Age</i>	168
6.4.3	Hypothesis testing.....	169
6.6	CHAPTER SUMMARY	178
CHAPTER 7: CONCLUSIONS, LIMITATIONS AND RECOMMENDATIONS.....		180
7.1	CONCLUSIONS	180
7.1.1	Conclusions relating to the literature review	180
7.1.2	Conclusions relating to the empirical study.....	182

7.1.3	Conclusions relating to the central hypothesis	184
7.1.4	Conclusions relating to contributions to the field of Human Resource Management	184
7.2	LIMITATIONS	185
7.2.1	Limitations of the literature review.....	185
7.2.2	Limitations of the empirical study.....	185
7.3	RECOMMENDATIONS.....	186
7.3.1	Recommendations for the field of Human Resource Management.....	186
7.3.2	Recommendations for further research.....	187
7.4	INTEGRATION OF THE RESEARCH	187
7.5	REFLECTION ON GRADUATENESS.....	188
7.6	CHAPTER SUMMARY	189
	REFERENCES.....	190
	APPENDIX A: ETHICAL CLEARANCE CERTIFICATE.....	231
	APPENDIX B: ORIGINALITY REPORT	232

LIST OF FIGURES

Figure 1.1:	Relationship between variables	31
Figure 1.2:	Steps followed in the literature review phase	33
Figure 1.3:	Steps followed in the empirical study	36
Figure 2.1:	Model of organisational commitment.....	58
Figure 3.1:	Organisational Justice model	76
Figure 4.1:	Overarching conceptual model between organisational justice and organisational commitment.....	97
Figure 5.1:	Steps in the empirical process	116
Figure 5.2:	Sample distribution by age	126
Figure 5.3:	Sample distribution by gender	127

LIST OF TABLES

Table 1.1:	Constructs, sub-elements, measuring instruments and theoretical models relevant to the research	21
Table 2.1:	Current Zimbabwean economic situation	44
Table 2.2:	Definitions of Organisational Commitment and perspectives	57
Table 2.3:	A summary of organisational commitment theories.....	63
Table 3.1:	Definitions of Organisational Justice	71
Table 5.1:	Age distribution in the sample	125
Table 5.2:	Gender distribution in the sample	127
Table 5.3:	Main characteristics of the sample profile.....	128
Table 6.2:	Results of Harman’s One Factor Test and One Factor Confirmatory Analysis	138
Table 6.3:	Results: Confirmatory Factor Analysis	143
Table 6.4:	Descriptive statistics: Mean and standard deviations for organisational justice and organisational commitment	146
Table 6.5:	Results: Means, standard deviations, Cronbach Alpha Coefficients, composite reliability coefficients and average variance extracted.....	150
Table 6.6:	Results: Correlations between organisational justice (distributive justice, procedural justice, interpersonal justice and informational justice) and organisational commitment (affective commitment, normative commitment and continuance commitment)	153
Table 6.7:	Various levels of practical effect size.....	154
Table 6.8:	Bivariate correlations between age, gender and Organisational commitment (affective, continuance and normative commitment)	159

Table 6.9: Bivariate correlations between age, gender and organisational justice (distributive justice, procedural justice, interpersonal justice and informational justice).....	162
Table 6.10: Ordinal regression analysis to determine predictive relationship of organisational justice and organisational commitment	166
Table 6.11: P-values of organisational justice (distributive justice, procedural justice, interpersonal justice and informational justice) and organisational commitment (affective commitment, continuance commitment and normative commitment) variables.	171
Table 6.12: Decisions regarding the research hypothesis.....	180

LIST OF ABBREVIATIONS

ADB	African Development Bank
AIC	Akaike information Criterion
AVE	Average Variance Extracted
CFA	Confirmatory Factor Analysis
CFI	Comparative Fit Index
CITE	Centre for Innovation and Technology
CMV	Common Method Variance
CR	Composite Reliability
EPL	Employment Protection Legislation
GDP	Gross Domestic Product
HR	Human Resource
HRM	Human Resource Management
IMF	International Monetary Fund
NFI	Normed Fit Index
OC	Organisational Commitment
OCM	Organisational Commitment Measurement
OCS	Organisational Commitment Scale
OCQ	Organisational Commitment Questionnaire
OJ	Organisational Justice
OJM	Organisational Justice Measure
OJMS	Organisational Justice Measurement Scale
OJQ	Organisational Justice Questionnaire
RMSEA	Root Mean Square Error of Approximations

SAS	Statistical Analysis System
SDGs	Sustainable Development Goals
SET	Social Exchange Theory
SPSS	Statistical Package for Social Sciences
SRMR	Standardised Root Mean Residual
TSP	Transitional Stabilisation Programme
UNDP	United Nations Development Programme
USAID	United States Agency for International Development
WBG	World Bank Group

CHAPTER 1: SCIENTIFIC OVERVIEW OF THE STUDY

The study suggested a model for organisational commitment in the Zimbabwean public sector by studying the relationship dynamics between the antecedent of organisational justice perceptions and the outcome of organisational commitment dimensions. The organisational justice perceptions discussed are distributive, procedural, interpersonal justice and informational justice (Colquitt, 2001), and the organisational commitment components are affective, normative and continuance commitment (Meyer & Allen, 1997). This chapter deliberates both the context and purpose of the study, articulates the problem statement and the research questions, stipulates the research aims, provides information on the paradigm perspectives that informed the boundary of the study, and provides information on the research design and methodology. Finally, the chapter presents an outline of the study.

1.1 BACKGROUND TO AND MOTIVATION FOR THE RESEARCH

The context of the study focuses on the relationship between organisational justice perceptions and organisational commitment in a Zimbabwean public sector organisation. The public sector of Zimbabwe has faced numerous changes and challenges during the past decade. Hence, a skilled and inspired public workforce is imperative in reinforcing organisations in Zimbabwe (Chikukwa, 2017). The perception of unfair treatment of public sector employees diminishes their performance and efficiency in how they operate (Iqbal et al., 2017). Employees have confidence in how they are managed and anticipate justice in the distribution of organisational goods and services, wages, decision-making practices, interpersonal behaviours and delivery of information within the work context (Cropanzano & Ambrose, 2015). The opinion of fairness or unfairness in resource distribution, decision making and collaboration denotes organisational justice. In Zimbabwe civil servants are concerned about justice because non-discriminatory arrangements and procedures cause them to feel recognised and motivated to perform (Kutesera, 2018), making organisational justice necessary in cultivating operational competence in public sector organisations and boosting organisational

commitment. This study aims to determine how such perceptions relate to the level of organisational commitment amongst employees in public sector organisations.

Research has proven that employees' perceptions determine the level of commitment of employees towards their jobs and organisations (Subramanian, 2017). Organisational commitment has also been an essential component in ensuring high performance and productivity in public sector organisations (Gichira, 2016). This means that employees must be attached and involved with the organisation to succeed in the business environment. Attachment is achieved when individuals' psychological, social and physical needs are met (De Juana-Espinosa & Rakowska, 2018). Employee needs are perceived to be fairly distributed if rewarded according to their contribution and proper, transparent procedures are being followed in the existence of sound relationships among the parties (Krishnan et al., 2018). An organisation cannot function properly without sustainable work relationships (Ndungu, 2017). When perceptions of unfairness are present, employees tend to display negative withdrawal attitudes, such as low commitment and absenteeism (Wabby, Ghany & Rasheed, 2022). These attitudes result in low productivity, which may affect the organisation's competitiveness in the business environment (Treglown et al., 2018).

According to Mapuranga (2022), public organisations do not support reforms and policies to sustain justice, fairness, equality and equity. This was supported by Chigudu (2020), who found out that government officials derailed reforms made to enhance equitable resource distribution. This has given rise to an uncommitted workforce contemplating leaving the organisations due to dissatisfaction (Wushe & Shenje, 2019).

Numerous studies conducted in the public sector outside Zimbabwe on the relationship between organisational justice and organisational commitment have yielded the following findings:

(a) Lack of distributive justice leading to non-commitment

Distributive justice is a crucial facet for the successful functioning of an organisation. Employees perform their tasks effectively when they believe their

efforts or contributions are recognised with equitable salaries and benefits (Krishnan, 2020). According to Bello, Wurim, and Fredrick (2023), a lack of distributive justice due to poor compensation has been observed among public servants in Nigeria, leading to low commitment in the public sector. This indicates that when employees perceive distributive injustice in resource allocation, they become disengaged from their work. Kumasey, Delle, and Hossain (2021) also support this view, positing that distributive injustices demotivate employees, making them less dedicated to their work. This negatively impacts the success of public sector organisations.

(b) Lack of procedural justice leading to non-commitment

Procedural justice pertains to the fairness of the criteria used to make distributive decisions within an organisation (Krishnan, 2020). The literature suggests that when employees perceive the rules and regulations used in making outcome decisions as unfair, it leads to decreased commitment (Kumasey et al., 2021). Krishnan (2020) supports this by finding that when employees discovered the procedure for managerial promotions in their organisation was unfair, they became demoralised and lost commitment to their jobs.

(c) Lack of informational justice leading to non-commitment

Informational justice ensures that information is fairly distributed to employees in a timely and explanatory manner (Obalade & Mthembu, 2023). Employees who do not experience informational justice in their organisation tend to exhibit negative behaviours, including low commitment (Malik et al., 2023). These behaviours result in poor performance and service delivery (Sutarman, 2022). Additionally, the absence of informational justice reduces employees' efforts towards achieving organisational targets, as they may seek to retaliate by displaying inappropriate behaviour towards the organisation (Obalade & Mthembu, 2023).

(d) Lack of interpersonal justice leading to non-commitment

The relationship between supervisors and employees (interpersonal justice) significantly influences the success or failure of an organisation (Benge, 2019). When employees perceive injustice in their interactions with supervisors, they tend to withdraw their ideas and efforts towards the organisation's development and success (Leineweber et al., 2020).

Against this background, the study's purpose was to investigate the relationship dynamics between organisational justice and organisational commitment in a public sector organisation in Zimbabwe. This information will be valuable to human resources managers and decision-makers in Zimbabwe and related backgrounds in reviewing organisational justice measures and enhancing a people-inclusive approach to advance operational efficacy in the public sector.

1.2 PROBLEM STATEMENT

The Zimbabwean public sector face challenges of a poorly designed organisational structure, poor organisational justice techniques, lack of innovation and a dysfunctional culture unsupportive of business goals (Kuwaza, 2017). These challenges lead to job insecurity among employees (Muchichwa, 2016). Studies by Taduvana (2016) reflect that feelings of insecurity threaten employees' level of commitment. In the Parliament of Zimbabwe's Employee Engagement report (2016), 82% of respondents proclaimed that the system of fixing salaries and benefits is not fair and transparent. Research shows that salaries and benefits in the public sector are not standardised and that disparities among employees of similar rank are common in many organisations (Rana et al., 2022). Rahman et al. (2016) suggest that employees be given fair treatment with reasonable structures and procedures being followed in the distribution of organisational resources and prospects. Also, they emphasize that wages, decision-making processes, personal behaviours and delivery of information are fairly distributed within the workplace as this will make employees highly committed to the organisation (Rahman et al., 2016). For an organisation to be competitive, it needs committed employees ready to support and fulfil business objectives (Kasowe, 2017). Therefore, enhancing organisational commitment is essential in organisations.

Research shows that organisational justice in the public sector of Zimbabwe is lacking (Dlamini, 2018). Mukupe (then Deputy Minister of Finance) cited as saying that civil servants are underpaid, and what they receive is not what they are supposed to earn (Ncube, 2018). This issue must be addressed, and attention should be directed towards a committed workforce (Kasowe, 2017). This will increase service delivery in the global business environment (Chikukwa, 2017).

Considering the lack of research on the relationship between organisational justice and organisational commitment in a Zimbabwean public sector organisation, this study is worth carrying out. A dynamic and challenging work context necessitates an enquiry to examine the association between employees' fairness perceptions of their work environment and their commitment to the organisation.

According to the literature, no previous study of this nature has been conducted in a Zimbabwean public sector organisation. Thus, it is necessary to conduct a study of this nature to provide proper guidelines on how organisational commitment might be enhanced in improving public sector organisations in Zimbabwe.

To summarise, the brief background stresses the importance of fairness for enhancing organisational commitment. Accordingly, this research argues that low employee commitment emanating from organisational injustices may contribute to low productivity and organisational failure in the Zimbabwean public sector.

This problem statement leads to the following general research question that must be addressed in the study:

Do organisational justice perceptions (distributive justice, procedural justice, interpersonal justice and informational justice) predict organisational commitment (affective commitment, normative commitment and continuance commitment) within the context of a public sector organisation in the Republic of Zimbabwe?

This general research problem, as discussed next, leads to specific literature and empirical research questions

1.2.1 Literature review

In terms of the literature review, this study addresses the following research questions:

Literature research question 1: How does the literature conceptualise and explain organisational commitment (affective commitment, normative commitment and continuance commitment)?

Literature research question 2: How does the literature conceptualise and explain organisational justice (distributive justice, procedural justice, interpersonal justice and informational justice)?

Literature research question 3: Does a theoretical relationship exist between organisational justice (distributive justice, procedural justice, interpersonal justice and informational justice) and organisational commitment (affective commitment, normative commitment and continuance commitment)?

Literature research question 4: Does a theoretical relationship exist between organisational justice (distributive justice, procedural justice, interpersonal justice and informational justice) and organisational commitment (affective commitment, normative commitment and continuance commitment) relative to age and gender differences?

Literature research question 5: How do the relationship dynamics among the constructs of relevance to this study inform the elements of a theoretical model of organisational commitment (affective commitment, normative commitment and continuance commitment) within a public sector organisation of the Republic of Zimbabwe?

Literature research question 6: What are the possible theoretical implications for practice and research of the relationship dynamics between organisational justice (distributive justice, procedural justice, interpersonal justice and informational justice) and organisational commitment (affective commitment, normative commitment and continuance commitment)?

1.2.2 Empirical review

In terms of the empirical study, the following research questions are addressed:

Empirical research question 1: What is the nature of the statistical inter-relationships between the independent variable of organisational justice (distributive justice, procedural justice, interpersonal justice and informational justice) and the dependent variable of organisational commitment (affective commitment, normative commitment and continuance commitment) in a sample of respondents within a Zimbabwean public sector organisation? (This research question relates to research hypothesis H1.)

Empirical research question 2: Does organisational justice (distributive justice, procedural justice, interpersonal justice and informational justice) positively and significantly predict the relationship with the outcome variable of organisational commitment (affective commitment, continuance commitment and normative commitment) in a Zimbabwean public sector organisation? (This research question relates to research hypothesis H2.)

Empirical research question 3: How do employees from different socio-demographic groups (gender and age) differ regarding their experiences of the antecedent variable of organisational justice (distributive, procedural interpersonal and informational justice) and the outcome variable of organisational commitment (affective commitment, normative commitment and continuance commitment) in a Zimbabwean public sector organisation? (This research question relates to research hypothesis H3.)

Empirical research question 4: What conclusions and recommendations can be articulated for human resource (HR) managers with regard to organisational justice perceptions and organisational commitment within Zimbabwean public sector organisations?

The following research objectives and aims have been drawn from the literature and empirical research questions, as discussed in the next section.

1.3 RESEARCH OBJECTIVES AND AIMS

1.3.1 General aim of the research

This study aims to investigate whether organisational justice perceptions (distributive justice, procedural justice, interpersonal justice and informational justice) relate organisational commitment (affective commitment, normative commitment and continuance commitment) within the context of a public sector organisation in the Republic of Zimbabwe.

1.3.2 Specific aims of the research

This section discusses the specific aims of the literature review and the empirical study.

1.3.2.1 Research aims relating to the literature review

Literature Research aim 1: To conceptualise and explain organisational commitment (affective commitment, normative commitment and continuance commitment).

Literature Research aim 2: To conceptualise and explain organisational justice (distributive justice, procedural justice, interpersonal justice and informational justice).

Literature Research aim 3: To conceptualise the theoretical relationship between organisational justice (distributive justice, procedural justice, interpersonal justice and informational justice) and organisational commitment (affective commitment, normative commitment and continuance commitment).

Literature Research aim 4: How do the relationship dynamics among the constructs of relevance to this study inform the elements of a theoretical model of organisational commitment (affective commitment, normative commitment and continuance commitment) within a public sector organisation of the Republic of Zimbabwe?

Literature Research aim 5: To conceptualise the possible theoretical implications for practice and research of the relationship dynamics between organisational justice (distributive justice, procedural justice, interpersonal justice and informational justice) and organisational commitment (affective commitment, normative commitment and continuance commitment).

1.3.2.2 Research aims relating to the empirical study

Empirical Research aim 1: To investigate the nature of the statistical inter-relationships between organisational justice (distributive justice, procedural justice, interpersonal justice and informational justice), organisational commitment (affective commitment, normative commitment and continuance commitment) and the sociodemographic characteristics of age and gender in a sample of respondents within a Zimbabwean public sector organisation.

Empirical research aim 2: To determine whether organisational justice (distributive justice, procedural justice, interpersonal justice and informational justice) positively and significantly predict the relationship with the outcome variable of organisational commitment (affective commitment, continuance commitment and normative commitment) in a Zimbabwean public sector organisation.

Empirical Research aim 3: To determine whether employees from different socio-demographic groups (age and gender) differ significantly regarding their experiences of organisational justice (distributive justice, procedural justice, interpersonal justice and informational justice) and organisational commitment (affective commitment, normative commitment and continuance commitment).

Empirical Research aim 4: To draw conclusions and make recommendations that can be articulated to Human Resources (HR) managers with regard to organisational justice perceptions and organisational commitment within a Zimbabwean public sector organisation.

1.4 STATEMENT OF SIGNIFICANCE

The following factors were taken into account when considering the potential impact of the study at theoretical, empirical and practical levels. Chapter 7 outlines in more detail the conclusions drawn with regard to the contribution of the research at these three levels.

1.4.1 Potential contribution on a theoretical level

Theoretically, the research gives valuable insights into understanding the relationship dynamics between organisational justice perceptions (distributive justice, procedural justice, interpersonal justice and informational justice) and organisational commitment dimensions (affective commitment, continuance commitment and normative commitment) among employees to the Human Resource Management field. If significant relationships between variables are observed, then the results will be useful in extending research on the organisational commitment literature by determining the organisational justice constructs that may relate to organisational commitment in the workplace. The relationship dynamics implied between these variables and understanding how different organisational perceptions relate to organisational commitment could significantly contribute to employee commitment programmes. As a result, an employee-oriented programme could develop, focusing on enhancing organisational commitment through incorporating organisational justice factors.

1.4.2 Potential contribution on an empirical level

Empirically, the study adds value to the current organisational justice research by developing an empirically tested organisational commitment model that may be applied in public sector organisations. If relationships exist between the variables, then the results will be useful in developing a hypothetical organisational commitment model for Zimbabwean public sector organisations that can be empirically validated. If no relationships exist between the variables, then the usefulness of this study will be restricted to eliminating organisational justice perceptions as predictors of organisational commitment dimensions. Researchers

could then investigate other avenues to solve the problem of improving organisational commitment.

In conclusion, the results from this empirical study may also encourage further research that may explore new directions in organisational justice perceptions and commitment. An understanding of how organisational justice perceptions might predict organisational commitment will help an organisation develop relevant strategies aligned with their business strategy.

1.4.3 Potential contribution on a practical level

On a practical level, it is believed that employers may better understand the importance of just behaviour in forming and maintaining a positive organisational climate in the workplace to ensure employee commitment and, thus, more successful organisations.

Management may use the results of the empirical model to construct, retain and ensure proper and relevant processes and guidelines that support organisational justice, resulting in the improvement of the organisational commitment of employees. Finally, the study offers a window for information specifically relating to the relationship dynamics of organisational justice and organisational commitment in a public sector organisation in Zimbabwe. To the researcher's knowledge, no other study incorporated all three justice perception categories and organisational commitment dimensions within the Zimbabwean public sector context.

1.5 FIELD OF STUDY

The current field of study is carried out in Human Resources Management (HRM). In theory, Human Resource Management is described as a philosophy that offers a distinctive approach to designing, providing for and coordinating an organisation's human resources to achieve a competitive advantage (Jawaad et al., 2019). To sustain a competitive edge, an organisation should strategically deploy a highly committed and capable workforce (Mitonga-Monga, 2018). This

enables the organisation to outperform against its competitors (Maleka et al., 2019).

Human Resource Management (HRM) focuses on the human capital (people) as an essential resource treated with care for the success of an organisation (De Dieu, 2019). Human Resource Management (HRM) is concerned with planning personnel needs, recruiting relevant people for the job, conducting job analysis, orienting, training and development, managing wages and salaries, providing benefits and incentives, evaluating performance, resolving disputes and communicating with all employees in an organisation (Jawaad et al., 2019).

Thematically, HRM relates to organisational justice as a practice at the workplace—as confirmed by Van der Werf (2020), who states that the critical component to successful HRM practices is when there is justice or fairness. Furthermore, organisational commitment is a key dimension that must align to the goals of the public sector organisation, and the expectations of employees for fairness and justice within the organisation. This approach contributes to a sustainable competitive advantage (Paterson, 2017).

1.6 RESEARCH MODEL

A model depicts all or part of a system that is developed to study that system (Bhattacharjee, 2012). Decision makers use research models to draw certain conclusions on a given set of inputs. Models can be descriptive, predictive or normative. This study used a descriptive model. Descriptive models represent complex systems and visualise variables and relationships in such systems (Bhattacharjee, 2012). For this study, the descriptive model will describe the relationship between the organisational justice constructs (distributive justice, procedural justice, interpersonal justice and informational justice) and organisational commitment (affective commitment, normative commitment and continuance commitment).

1.7 PARADIGM PERSPECTIVE OF THE RESEARCH

A research paradigm may be described as a simple belief system and theoretical framework with suppositions regarding the nature of beliefs about reality (ontology), the nature of knowledge and the process about which it is developed and confirmed (epistemology), revision and critical exploration of data production techniques and means of collecting (methodology) and analysing data (methods) as a way of seeking answers (Neuman, 2014).

1.7.1 Intellectual climate

The relevant constructs in this study constituted organisational justice perceptions (distributive justice, procedural justice, interpersonal justice and informational justice) and organisational commitment (affective commitment, normative commitment and continuance commitment). The literature review was tackled from a humanist, cognitive and behavioural paradigm, whereas the empirical study presents from a post-positivist research paradigm. Below is a description of the paradigms.

1.7.1.1 Literature review

With regard to the thematic content, the humanistic, cognitive and behavioural paradigms relate to distributive justice, procedural justice, interpersonal justice and informational justice, as well as organisational commitment (affective commitment, normative commitment and continuance commitment).

(a) Humanistic paradigm

According to the humanistic paradigm, a holistic approach is employed to study a person; in other words, an employee is studied as a person from a holistic point of view and as a whole – not the sum of other parts (Bergh & Theron, 2009). In order to understand what is significant to individuals at any given time, thoughts, feelings, and perceptions must also be understood, not only behavioural acts (Bergh & Theron, 2009). Individuals themselves have to understand these aspects because human beings understand themselves through personal experience. The

humanistic approach is applicable in the work situation. Distributive justice, procedural justice, interpersonal justice and informational justice, as well as organisational commitment (affective commitment, normative commitment and continuance commitment), all relate to the humanistic framework because it argues that while employees are more sensitive to justice issues, organisations are more sensitive to employees' commitment.

(b) Cognitive paradigm

Cognitive psychology assumes that human beings are problem solvers and understood by evaluating and processing stimuli, responding and make plans (Bergh & Theron, 2009). In cognitive psychology, the emphasis is on processes and behaviours such as thinking, intelligence, memory, learning and perception (Bergh & Theron, 2009). Perception can be seen as the processing of information through the active participation of the person. Thematically, the study is about the relationship dynamics between organisational justice perceptions (distributive justice, procedural justice, interpersonal justice and informational justice) and organisational commitment (affective commitment, normative commitment and continuance commitment) from such a cognitive paradigm. Hence, the cognitive paradigm relates to this study in the sense that employees control their level of commitment within the organisation by their ability to respond and make plans for business growth which may result from how organisational justice is perceived.

(c) Behaviourist paradigm

According to the behaviourist paradigm, the environment determines behaviour; human beings are just sensitive creatures and what they are and become is modelled by external factors (Bergh & Theron, 2009). According to Watson (2013), the founder of this paradigm, the control of environmental factors predetermines behaviours (Bergh & Theron, 2009). In this case, the study is examining the relationship between the organisational outcome of organisational commitment (affective commitment, normative commitment and continuance commitment) as predicted by the organisational justice perceptions (distributive justice, procedural justice, interpersonal justice and informational justice) as experienced by

employees in the work context. The social exchange relationship between the employer, and the employee determines the relationship between the two constructs. In other words, the study considers the organisational environment to be linked directly to how employees commit themselves within the workplace.

1.7.1.2 Empirical research

The empirical research is based on the post-positivist research paradigm.

A research paradigm may be described as a simple belief system and theoretical framework with suppositions about the nature of beliefs about reality (ontology), the nature of knowledge and the process about which it is developed and confirmed (epistemology), revision and critical exploration of data production techniques and means of collecting (methodology) and analysing data (methods) as a way of seeking answers (Neuman, 2014).

According to Fox (2008), post-positivism is an approach to knowledge that completely assesses the nature of reality. Post-positivism argues that social realities must be understood from the perspective of the subject (Fox, 2008) rather than from the observer, and in totality, not in isolation. Hence, it is necessary to recognise that actors (employees, in this case) are active participants who are productive in their social reality not merely objects of social forces. As a result of its nature, the post-positivist paradigm has an ontological and epistemological position. This means it focuses on people's views on real-life issues and derives/extracts results from that specific situation or environment. Thematically, the empirical study deals with the relationship dynamics between organisational justice (distributive justice, procedural justice, interpersonal justice and informational justice) and organisational commitment (affective commitment, normative commitment and continuance commitment). This study applied a quantitative research design that results in measurable aspects of employee behaviour to support the research hypothesis. Standardised statistical procedures were used to analyse the data.

1.7.2 Market of intellectual resources

The market of intellectual resources refers to the gathering or grouping of ideas that have an epistemic status of scientific elements (Mouton & Marais, 1994). For this study, the following sections present the meta-theoretical statements, conceptual descriptions of distributive justice, procedural justice, interpersonal justice, informational justice and organisational commitment (affective, normative and continuance commitment), as well as the central hypothesis and theoretical and methodological assumptions.

1.7.2.1 Meta-theoretical statements

Meta-theoretical statements represent the assumptions underlying the theories, models and paradigms that form the definitive context of a specific study (Leedy & Omrod, 2010). In this study, the disciplinary context and field of study is HRM. This is a study field that considers the management of employees to ensure that an organisation remains competitive and sustainable (Jawaad et al., 2019). The discipline recognises human resources as a unique resource for ensuring productivity and profitability; hence, employees are handled with great care since their skills and expertise are needed to achieve a competitive edge (De Dieu, 2019). This study examined the relationship dynamics between the antecedent construct of organisational justice (distributive justice, procedural justice, interpersonal justice and informational justice) and the outcome variable of organisational commitment (affective commitment, normative and continuance commitment) within the HRM context.

1.7.2.2 Conceptual definitions

The conceptual descriptions below served as starting points for the research.

(a) Organisational justice

Organisational justice is an essential component in the field of HRM as it deals with the fair treatment of employees at the workplace. Literature has highlighted two main perceptions of organisational fairness as distributive and procedural justice (Adams, 1965; Greenberg, 1990b; Colquitt, 2001). Later, the concept was reinforced and divided into two components by another dimension (interactional justice), namely, interpersonal and informational justice (Colquitt, 2001). The terms are described and explained below.

i. Distributive justice

Distributive justice describes the fairness in the distribution of resources in an organisation. These resources include pay, recognition, promotion, rights and privileges (Colquitt et al., 2013).

ii. Procedural justice

Unbiased processes and mechanisms are defined as procedural justice followed when making workplace decisions (Colquitt, 2001). These processes include hiring and selection, performance management, training and development, reward management, promotion, demotion, pay administration and benefits (Leventhal et al., 1980).

iii. Interpersonal justice

Interpersonal justice refers to the extent to which superiors treat employees with dignity, respect and politeness during their interactions (Colquitt, 2001)

iv. Informational justice

Informational justice refers to providing correct information to the employees about processes and procedures employed to reach distribution outcomes in an organisation and why certain procedures were followed (Colquitt, 2001).

(b) Organisational commitment

Organisational commitment is the extent to which employees associate with an organisation and become involved (Meyer & Allen, 1997). Their affective commitment determines the type of involvement. The construct encompasses three components, namely:

i. Affective commitment

Affective commitment entails employees' beliefs in recognising the mission and objectives of the organisation. Meyer and Allen (1997) defined affective commitment as how long workers would want to stay and serve their organisation. If an employee is affectively committed to the organisation, they want to stay longer.

ii. Normative commitment

Normative commitment entails employees' willingness to accomplish the organisation's objectives. In most cases, normatively committed employees would feel that leaving their present organisation may result in disastrous consequences (Meyer & Allen, 1997).

iii. Continuance commitment

Meyer and Allen (1997) define continuance commitment as employees' strong desire to continue with the organisation. In other words, it is how the employees feel the need to continue with the organisation.

Table 1.1 below summarises the constructs, sub-elements, measuring instruments and theoretical models used for the research.

Table 1.1

Constructs, sub-elements, measuring instruments and theoretical models relevant to the research

Construct	Sub-construct	Measuring instrument	Core theoretical model
Distributive Justice	<ul style="list-style-type: none"> • Equality • Proportionality • Fairness 	Organisational justice questionnaire (Colquitt, 2001)	Equity theory (Adams, 1963)
Procedural Justice	<ul style="list-style-type: none"> • Fair processes • Transparency • Impartiality • Provide an opportunity for employees' voice 	Organisational justice questionnaire (Colquitt, 2001)	Procedural justice theory (Thibaut & Walker, 1975)
Interpersonal Justice Informational Justice	<ul style="list-style-type: none"> • Fair Relationships • Sound Communication • Openness • Consistency 	Organisational justice questionnaire (Colquitt, 2001)	Organisational justice theory (Colquitt, 2001)
Affective Commitment	<ul style="list-style-type: none"> • Emotional attachment • Identification and involvement 	Organisational Commitment questionnaire (Meyer & Allen, 1997)	Three-dimensional model (Meyer & Allen, 1997)
Continuance Commitment	<ul style="list-style-type: none"> • Cost-induced desire to remain with the organisation • Feelings of higher sacrifice and having fewer alternatives 	Organisational Commitment questionnaire (Meyer & Allen, 1997)	Three-dimensional model (Meyer & Allen, 1997)
Normative Commitment	<ul style="list-style-type: none"> • Willingness to exert extra effort • Feelings of obligation towards the organisation 	Organisational Commitment questionnaire (Meyer & Allen, 1997)	Three-dimensional model (Meyer & Allen, 1997)

1.7.2.3 Central hypothesis

The central hypothesis is formulated as follows:

There is a statistically significant relationship between the four forms of organisational justice perceptions (distributive justice, procedural justice, interpersonal justice and informational justice) and organisational commitment (affective commitment, normative commitment and continuance commitment). Organisational justice perceptions (distributive justice, procedural justice, interpersonal justice and informational justice) and the socio-demographic variables of age and gender significantly predict organisational commitment (affective commitment, normative commitment and continuance commitment). An organisational justice model can be constructed to inform human resources managers operating within a public sector context on the importance of perceived fairness and justice at work to increase organisational commitment among employees should the hypothesis be proven.

1.7.2.4 Theoretical assumptions

Based on the relevant literature, the following theoretical assumptions underpinned the study:

- There is a need for isolated basic research on the independent variables of organisational justice (distributive justice, procedural justice, interpersonal justice and informational justice) and dependent variables (organisational commitment) in the study.
- The organisational justice perceptions employees hold in the work context may predict the level of organisational commitment (affective, normative and continuance commitment).
- The constructs of organisational justice and organisational commitment are multi-dimensional.
- The level of organisational justice (distributive, procedural, interpersonal and informational justice) perceived will differ according to what employees consider equal to their contribution, processes and relationships.
- The knowledge about organisational justice (distributive, procedural, interpersonal and informational justice) derived from the study will help

organisations enhance organisational commitment (affective, normative and continuance commitment).

- The information gathered on the variables in the study may help develop an organisational model that can be empirically validated and may channel organisational justice (distributive justice, procedural justice, interpersonal justice and informational justice) initiatives towards committed organisations in the public sector of Zimbabwe.

1.7.2.5 Methodological assumptions

Methodological assumptions refer to the research techniques and processes used to address a research question; this includes the literature review approach and the nature of data to be collected, analysed and interpreted (Imenda, 2014). The suppositions that affect the nature and structure of the research follow:

(a) Sociological dimension

This dimension describes research as a joint or collaborative activity (Mouton & Marais, 1994). In this case, the research will use the employees' place of work as the social context (a public sector organisation in Zimbabwe). Participants' behaviour, attitudes, and perceptions of fair and unfair practices are measured within the workplace context.

(b) Ontological dimension

This dimension assumes and believes that the nature of a social reality is directed at social sciences research on a specific phenomenon (Mouton & Marais, 1994). In other words, the ontological dimension refers to how people view their reality. Thus, this dimension relates to the study of people, including human behaviour, attitudes, opinions, dispositions and the associated institutions. This study investigated the constructs of distributive justice, procedural justice, interpersonal justice and informational justice as they predict organisational commitment (affective, normative and continuance commitment) of employees in a public sector organisation. The ontological assumption is that the participants' realities

are separate from the researcher and therefore objective and singular; hence, a quantitative research method was chosen (Creswell, 2003).

(c) Theological dimension

This dimension emphasizes the ultimate purpose or goal of the study (Neuman, 2014, p. 186). It specifies what the research aims to achieve, i.e., addressing the problem. The research investigates the relationship dynamics between organisational justice (distributive justice, procedural justice, interpersonal justice and informational justice) and organisational commitment (affective, normative and continuance commitment). In practical terms, the research intends to develop an organisational justice model that may help human resources managers deal with the organisational commitment challenges in their organisations, specifically as it relates to public sector organisations within an African context.

(d) Epistemological dimension

The epistemological dimension is concerned with constructing knowledge through valid and proven ways of establishing the truth (Neuman, 2014, p. 95). The aim of this dimension is to produce truthful results that are valid and similar to the reality of the participants. This research tried to achieve this truth by employing a sound research design and producing reliable and truthful results.

(e) Methodological dimension

The methodological dimension refers to the systematic procedure followed to achieve the research objectives (Imenda, 2014). It is a roadmap that directs researchers on the steps they should follow to address the research problem successfully. Quantitative, qualitative or participatory are classified as research methodologies (Mouton & Marais, 1994).

1.8 RESEARCH DESIGN

According to Choga and Njaya (2011), a research design provides researchers with a roadmap for their research. It illuminates the type of sampling, data collection method and analysis. It serves as a guideline in research to ensure it

meets its objectives. A quantitative online survey was conducted, a descriptive, correlational and inferential statistical analysis was applied to achieve the empirical research objectives. A survey research design looks at the possible association of variables at a particular moment (Kerlinger & Lee, 2000). The purpose of quantitative design is explaining or describing a phenomenon (Salkind, 2019).

The research design will be discussed by initially explaining the types of research conducted, followed by a discussion of validity and reliability.

1.8.1 Exploratory research

Exploratory research examines an issue or phenomenon to develop primary ideas about it and move toward refining research questions (Neuman, 2014:38). The research in the current study was exploratory in that it examined the various theoretical dimensions of organisational commitment and organisational justice. This research applied exploratory research during the literature review on distributive justice, procedural justice, interpersonal justice, informational justice and organisational commitment (affective commitment, normative commitment and continuance commitment). The empirical study used a quantitative hand distributed survey.

1.8.2 Descriptive research

In descriptive research, the main purpose is to present a picture of the specific details of a situation, social setting or relationship, using words or numbers to present a profile, a classification of types, or an outline of steps to answer questions such as who, when, where and how (Neuman, 2014, p. 38). In the literature review of the current study, descriptive research applied to conceptualising the constructs of distributive justice, procedural justice, interpersonal justice, informational justice, affective commitment, continuance commitment and normative commitment. In the empirical study, descriptive research was conducted regarding means, standard deviations and internal reliability on Cronbach Alpha coefficients of the constructs of distributive justice, procedural justice, interpersonal justice, informational justice, affective commitment, continuance and normative commitment.

1.8.3 Explanatory research

Explanatory research explains why events occur and build, elaborate, extend or test theory (Neuman, 2014, p. 38). During the empirical study, the researcher endeavoured to explain the nature and direction of the relationship between the variables of relevance in this research. The goal of the study was to explain the statistical nature of the relationship dynamics between organisational justice and organisational commitment. This study fully articulated the requirements of the research (relationship between organisational justice perceptions and its prediction of organisational commitment applied to this form of research).

1.8.4 Validity

The validity of a measuring instrument indicates the level to which it measures what it intends to measure (Pandey & Pandey, 2015). Research design should consider internal and external validity. Internal validity refers to the extent to which accurate conclusions are drawn from casual relationships between independent and dependent variables (Leedy & Ormrod, 2010). External validity refers to the extent to which decisions on other situations of the exact nature may be generalised (Leedy & Ormrod, 2010). External validity will be ensured by using a representative sample from the population for the study.

1.8.4.1 Validity in terms of the literature review

Literature relevant to the study's characteristics, problems and objectives has been utilised to ensure validity. The ideas and concepts unveiled in relation to organisational justice (distributive justice, procedural justice, interpersonal justice and informational justice) and organisational commitment (affective commitment, normative commitment and continuance commitment) are structured in a coherent, systematic and organised manner. Although current literature is used, in some instances seminal works have been used as a result of their relevance in the evolving work of the constructs under study.

1.8.4.2 Validity in terms of the empirical study

To ensure validity, applicable and standardised measuring instruments have been used in the study. The measuring instruments were examined to ensure their face, content, and construct validity. As suggested by Foxcroft and Roodt (2007), the questionnaires provided standardised and informative instructions to all research respondents. Also, a representative population was used to target employees from a public sector organisation. Participants from different socio-demographic backgrounds, such as gender and age, were included (Terre Blanche et al., 2002). This helped the researcher to ascertain the representativeness of research results.

1.8.5 Reliability

According to Bolarinwa (2015), reliability is the level to which a questionnaire or a test produces similar results during numerous trials. A pilot study conducted with ten employees from the population under study ensured reliability. Furthermore, limited a thorough research design plan reduced problematic variables. The research context was respected. A thorough literature research was conducted using relevant and up-to-date articles and other scholarly published works. A representative sample was used to ensure a reliable empirical study. Cronbach Alpha coefficients were used to measure the questionnaires' internal consistency and reliability (Kerlinger & Lee, 2000). The correlation coefficient measures the level of association among variables (Salkind, 2019). The measuring instruments used in the study are the Organisational Justice Questionnaire (Colquitt, 2001) and the Organisational Commitment Questionnaire (Meyer & Allen, 1997). Chapter 5 will discuss in more detail the research instrument used in the study.

1.8.6 Unit of research

This study aims to determine the nature, direction and magnitude of the relationship between organisational justice perceptions and the organisational commitment of employees. In social science research, individuals form the unit of analysis. The traits, dispositions, and settings of individuals, groups and organisations are based on the unit of analysis (Mouton & Marais, 1994). The participants in this study were permanent employees of the Primary and

Secondary Education sector in Zimbabwe. The individual scores on each of the measuring instruments (individual level), the overall scores on each of the measuring instruments (group level) and the socio-demographic characteristics (sub-group level) were accounted for in the basis of this research.

1.8.7 Research variables

The following are classified into variables: independent, dependent, control, extraneous and moderator variables (Salkind, 2019). This study used independent and dependent variables as well as moderating variables. An independent variable is used during an experiment to understand the effect on the functioning of the dependent variable (Salkind 2019). A dependent variable is a result that may be determined by the investigational condition or by what the researcher changes or controls (Salkind, 2019). The dependent variable in this study is organisational commitment (affective commitment, normative commitment and continuance commitment), and the independent variables are organisational justice (distributive justice, procedural justice, interpersonal justice and informational justice).

The research is therefore interested in measuring:

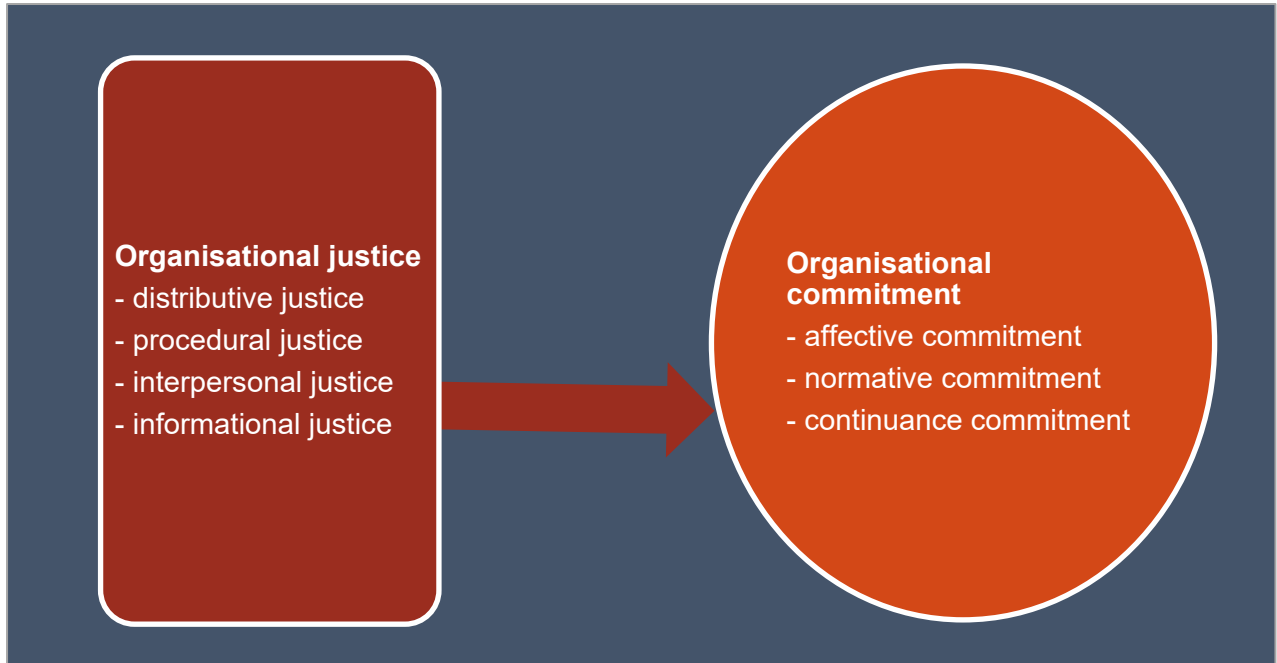
- the relationship between distributive justice (independent variable) and affective commitment (dependent variable)
- the relationship between distributive justice (independent variable) and normative commitment (dependent variable)
- the relationship between distributive justice (independent variable) and continuance commitment (dependent variable)
- the relationship between procedural justice (independent variable) and affective commitment (dependent variable)
- the relationship between procedural justice (independent variable) and normative commitment (dependent variable)
- the relationship between procedural justice (independent variable) and continuance commitment (dependent variable)
- the relationship between interpersonal justice (independent variable) and affective commitment (dependent variable)

- the relationship between interpersonal justice (independent variable) and normative commitment (dependent variable)
- the relationship between interpersonal justice (independent variable) and continuance commitment (dependent variable)
- the relationship between informational justice (independent variable) and affective commitment (dependent variable)
- the relationship between informational justice (independent variable) and normative commitment (dependent variable), the relationship between informational justice (independent variable) and continuance commitment (dependent variable)
- the relationship between organisational justice (distributive justice, procedural justice, interpersonal justice and informational justice) (independent variable) and organisational commitment (affective commitment, normative commitment and continuance commitment) (dependent variable) as it relates to differences based on age and gender.

Figure 1.1 below provides a diagrammatic representation of the aforementioned relationship between the variables of the study. It shows that the study will investigate the inter-relationships between organisational justice (independent variable) and organisational commitment (dependent variable). It will also consider how these relationships differ based on the different demographic groupings of age and gender.

Figure 1.1

Relationship between variables



Source: Researcher's interpretation

1.8.8 Delimitation

This study was conducted within the public sector organisation in Zimbabwe. As a result, no generalisation to other geographic regions, individuals or organisations could be made. The study investigated the relationship dynamics between organisational justice (distributive justice, procedural justice, interpersonal justice, informational justice) and organisational commitment (affective commitment, normative commitment and continuance commitment). Minimal effort was made to classify data or results on personal background. Also, the classification did not include other factors related to the constructs. However, determining the relationship between the relevant constructs within the context of an African-based public sector organisation is valuable in providing the foundational information for future research.

With the research design completed, an outline of the research will be discussed below.

1.9 RESEARCH METHODOLOGY

The research methodology was applied over two phases, and the results are presented in the form of this research report. The two phases are a literature review, followed by the empirical study.

Each phase constitutes a variety of steps, as outlined below.

1.9.1 Literature review

The literature review consists of a review of previous research that reported on how organisational justice perceptions predict organisational commitment. Hence, the literature focuses on previous research pertaining to the relationship dynamics between organisational justice (distributive justice, procedural justice, interpersonal justice and informational justice) and organisational commitment (affective commitment, normative commitment and continuance commitment). More specifically, seminal and recent literature from reputable sources considering possible organisational justice models that may be applied to increase the commitment of employees in a Zimbabwean public sector organisation were considered.

The following steps were followed during the literature phase, as depicted in Figure 1.2.

Figure 1.2

Steps followed in the literature review phase



These steps are discussed in more detail below:

Step 1: Addresses research aim 1 of the literature review namely, to conceptualise and explain organisational commitment (affective commitment, normative commitment and continuance commitment) in the context of a Zimbabwean public sector organisation.

Research relating to organisational commitment (affective, normative and continuance commitment) is assessed. Emphasis is placed on the public sector organisation. This is accomplished in Chapter 2.

Step 2: Addresses research aim 2 of the literature review namely, to conceptualise and explain organisational justice (distributive, procedural, interpersonal justice and informational justice).

Research relating to organisational justice is critically evaluated, concentrating on distributive, procedural, interpersonal justice and informational justice. Emphasis is placed on the public sector organisation in Chapter 3.

Step 3: Addresses research aim 3 of the literature review, namely, to conceptualise the theoretical relationship between organisational justice (distributive, procedural, interpersonal justice and informational justice) and organisational commitment (affective commitment, normative commitment and continuance commitment).

This step pertains to the theoretical integration of the theoretical relationship between organisational justice (distributive justice, procedural justice, interpersonal justice and informational justice) and organisational commitment (affective commitment, normative commitment and continuance commitment). This is achieved in Chapter 3.

Step 4: Addresses research aim 4 of the literature review namely, to conceptualise the theoretical relationship between organisational justice (distributive, procedural, interpersonal justice and informational justice) and organisational commitment (affective commitment, normative commitment and continuance commitment) as it relates to age and gender.

The research relating to organisational justice (distributive, procedural, interpersonal justice and informational justice) and organisational commitment (affective commitment, normative commitment and continuance commitment) relative to age and gender is critically evaluated. This is achieved in Chapters 2 and 3.

Step 5: Addresses research aim 6 of the literature review namely, to conceptualise the possible theoretical implications for practice and research of the relationship dynamics between organisational justice (distributive justice, procedural justice,

interpersonal justice and informational justice) and organisational commitment (affective commitment, normative commitment and continuance commitment).

The possible theoretical implications for practice and research on the relationship dynamics are discussed between organisational justice (distributive, procedural, interpersonal justice and informational justice) and organisational commitment (affective commitment, normative commitment and continuance commitment) within a public sector organisation in the Republic of Zimbabwe. The aim of this research is achieved in Chapter 4.

The literature review was followed by the empirical study which is discussed next.

1.9.2 Empirical study

The empirical research was carried out in various steps, as depicted in Figure 1.3. These steps are described in more detail below.

Figure 1.3

Steps followed in the empirical study



The empirical study was conducted in a Zimbabwean public sector organisation and followed the steps described below:

Step 1: Research Instruments

The measuring instruments that measure the dependent variables of organisational commitment (affective, normative and continuance commitment) and the three independent variables of organisational justice (distributive, procedural, interpersonal justice and informational justice) are discussed. This is achieved in Chapter 5.

The instruments used to measure the constructs of the organisational commitment (affective, normative and continuance commitment) and variables of organisational justice (distributive, procedural, interpersonal justice and

informational justice) are discussed in Chapter 5. The instruments used included the 5-Point Likert Scale Questionnaire. The sample is described and the population identified. This is achieved in Chapter 5.

Step 2: Determination and description of the population and sample

Chapter 5 examines the determination and description of the population and sample.

Step 3: Administration of the research instrument

This step involved data collection from the sample, which is discussed in Chapter 5 in more detail.

Step 4: Capturing the criterion data

The subjects' responses to each of the items of the seven questionnaires were captured on an electronic database, which converted to SPSS version 25.0. This is achieved in Chapter 6.

Step 5: Formulation of the research hypotheses

The central hypothesis is formulated from the research hypotheses and is empirically tested. This is achieved in Chapter 4.

Step 6: Statistical processing of data

The statistical procedure relevant to this research includes descriptive statistical analysis (means, frequency, standard deviations, internal consistency reliability) and correlation analysis (Cronbach Alpha coefficient). This is achieved in Chapter 5.

Step 7: Reporting and interpreting the results

Tables, diagrams, or graphs display these results. A discussion presents the findings, ensuring that the interpretation of findings is conveyed clearly and articulately. This is achieved in Chapter 6.

Step 8: Integration of the research findings

The findings related to the literature were integrated with findings from the empirical study to give a combined integration of the overall findings of the research. This is achieved in Chapter 6.

Step 9: Formulation of conclusions, limitations and recommendations

The final step relates to the conclusions based on the results and their integration with theory. The research discussed the limitations and recommendations are made in terms of organisational justice (distributive, procedural, interpersonal justice and informational justice) and organisational commitment (affective, normative and continuance commitment) as constructs used to inform the construction of an organisational commitment model in the public sector organisation of Zimbabwe. This is accomplished in Chapter 7.

1.10 CHAPTER DIVISION

The following chapters divide the research project:

Chapter 1: Scientific overview of the study

This chapter introduces the study on the relationship between organisational justice (distributive, procedural, interpersonal justice and informational justice) and organisational commitment (affective, normative and continuance commitment). The purpose of the study will be highlighted, followed by an extensive literature review, the problem statement, and the objectives and methodology followed in the study. Finally, the aim of the study is delivered.

Chapter 2: Organisational commitment within an African public sector organisation

The chapter conceptualises organisational commitment (affective, normative and continuance commitment) from literature and provides the context of the study.

Chapter 3: Organisational justice (distributive justice, procedural justice, interpersonal justice and informational justice)

The chapter conceptualises organisational justice (distributive justice, procedural justice, interpersonal justice and informational justice) from literature.

Chapter 4: The implications of the theoretical relationship dynamics between organisational justice (distributive justice, procedural justice, interpersonal justice and informational justice) and organisational commitment

This chapter will discuss the theoretical integration of the implications of the dynamic relationship between organisational justice (distributive justice, procedural justice, interpersonal justice and informational justice) and organisational commitment.

Chapter 5: Research methodology

The research methods used in the study are outlined and explained.

Chapter 6: Research results

The research results from the study are outlined and explained.

Chapter 7: Conclusions, limitations and recommendations

Finally, Chapter 7 focuses on conclusions, limitations and recommendations on the relationship dynamics between organisational justice (distributive, procedural justice, interpersonal justice and informational justice) and organisational commitment (affective commitment, normative commitment and continuance commitment).

1.11 CHAPTER SUMMARY

The background to and motivation for the study, the problem statement and the aims of the research, the potential value that the study will add, the research model, the field of the study, the theoretical research design and methodology, the central hypothesis and the research method were all discussed in this chapter.

The study explained the motivation, stating that to the knowledge of the researcher, no known study has been conducted on the relationship dynamics between organisational justice (distributive justice, procedural justice, interpersonal justice and informational justice) and organisational commitment (affective commitment, normative commitment and continuance commitment) in a public sector organisation in Zimbabwe. This research attempts to critically assess, using a comprehensive research methodology, the relationship dynamics between organisational justice (distributive justice, procedural justice, interpersonal justice and informational justice) and organisational commitment (affective commitment, normative commitment and continuance commitment) in a public sector organisation in Zimbabwe. This study is necessary as it will benefit public organisations, especially the Public Service Commission of Zimbabwe by providing information on how organisational justice and organisational commitment relate to each other. It will also depict the relationship between the two variables of organisational justice and organisational commitment in relation to age and gender, which may assist in understanding employee differences based on these demographics.

Chapter 2 addresses literature research aim 1 and discusses organisational commitment in a public sector organisation in a Zimbabwean context.

CHAPTER 2: META-THEORETICAL CONTEXT OF THE STUDY: ORGANISATIONAL COMMITMENT IN A PUBLIC SECTOR ORGANISATION

This chapter contextualizes the present study by explaining the meta-theoretical framework that forms the definitive boundary of the research. The chapter focuses on exploring and explaining the concept of organisational commitment and thus addresses literature research aim one. The chapter starts with a brief overview of the Zimbabwean public sector. It then conceptualises and explains organisational commitment (affective commitment, normative commitment and continuance commitment) against this background. This chapter also discusses the antecedents and outcomes of organisational commitment for organisations. It is imperative to study antecedents as it can predict what may be expected regarding organisational commitment and its occurrence. Various theories and models of organisational commitment are described, including the adopted theoretical model of the study. The chapter considers possible implications of organisational commitment for the public sector and concludes by evaluating and synthesising the literature on organisational commitment.

2.1 ORGANISATIONAL COMMITMENT IN A ZIMBABWEAN PUBLIC SECTOR CONTEXT

Zimbabwe is one of the developing countries in the African continent. The country has been one of the most productive, resistant and vibrant in Southern Africa (USAID, 2017). Sadly, over the last couple of years, the country underwent various micro and macro-economic challenges caused by poor governance, weak monetary policies and inundating levels of corruption (World Bank Group, 2022), all of which have led to its decline and current state.

The public sector is the chief provider of public goods and services in Zimbabwe and comprises organisations or companies owned and regulated by the State (Chigudu, 2020). The public sector works as a voluntary sector to provide services to Zimbabwean citizens and is, therefore, not a profit-making organisation. The Zimbabwean citizens demand and expect high-quality public goods and services.

The public goods and services include water and sanitation, energy, electricity, information and communications, peace and security, vocational training and development (education), health care services, social services, human rights, and vital and civil registrations, to name a few (Chigudu, 2020). Timeous and satisfactory services must be provided to fulfil the population's expectations. However, macro and micro-economic challenges hamper this goal.

Education is one of the essential services the public sector provides in Zimbabwe. The educational sector faces challenges such as teacher shortage and inadequate learning facilities (CITE, 2021). Scholars argue that poor salaries and working conditions emanating from unfair treatment in the workplace have been orchestrated (Muchichwa, 2016). According to Ngwenya (2021), the low compensation teachers are paid has demotivated them as it fails to fulfil their physiological needs. Such working conditions have caused a spillage in the excellent, committed workforce that the public sector of Zimbabwe used to brag about during past years (Chigumira et al., 2018). As a result, the public sector organisation experience inefficiency and ineffectiveness propagated by lower employee commitment. The public sector accounts for approximately 50% of the country's gross domestic product (GDP) (Chitiyo et al., 2019). It could be argued that a committed workforce is essential for the public sector's competitiveness and sustainability and hence the need to elevate employee commitment levels in public sector organisations.

The public sector performance remains precarious to the progression and improvement of the country (Sibanda & Makwata, 2017). The poor performance levels and their effects, contribute to the country's poor socio-economic expansion status (Chigumira et al., 2018). The performance of the public sector determines the country's ability to achieve its objectives in relation to poverty reduction, economic growth and unemployment (Sibanda & Makwata, 2017).

With this background as a foundation, it could be argued that the public sector cannot recover independently. An organisational commitment strategy centred on improving the public sector in Zimbabwe should be employed. One area where public sector improvement is necessary is human resource management. A sound

human resource base is essential for engineering change that will bring development to the country. This can be achieved when there is retention of a competitive, productive, committed, and goal-oriented human capital that expedites the regeneration of a civil society (Kanyenze et al., 2017).

The public sector has suffered restructuring and reorganisation, resulting in an uncertain organisational environment (USAID, 2017; Saunders, 2019). The psychological contract between employer and employee has since been disregarded (Gondo et al., 2016). The psychological contract plays a critical role in modifying work behaviours as it clarifies the roles and expectations of both the employee and employer in the employment relationship (Mpofu, 2016). The employment relationship centres on the Social Exchange Relationship (SET) between the employee and the employer (Chernyak-Hai & Rabenu, 2018). Thus, positive psychological contact is essential in maintaining a committed workforce in this turbulent business environment.

Economic challenges, globalisation, technological changes and political uncertainty are some factors affecting the organisational commitment level within Zimbabwe's public sector. At the time of writing, the country is going through a transition period as it strives to engage fully with the international community, attract foreign direct investments, and restore confidence in the economy (World Bank Group, 2022). The increasing number of young people and skills shortages in Zimbabwe have a direct impact on public sector organisations in Zimbabwe, hence the changes in society (World Bank Group, 2019; USAID, 2017; Sibanda & Makwata, 2017). Table 2.1 below summarises the current status of the different sectors within Zimbabwe.

Table 2.1*Current Zimbabwean economic situation*

Sector	Situation
Economic Growth	The estimated economic growth rate is at 3,5% GDP in 2018; it is also estimated to decline to -7,4% in 2020 and pick up to 2,5% in 2021 (subject to the global economic recovery and supported by the recovery of the agricultural sector).
GDP	The Gross Domestic Product (GDP) contracted by -8,3% in 2019.
Agriculture	The agricultural sector value added to the Gross Domestic Product (GDP) is 8,3%, with 66,3% of the population employed in the agricultural sector and annual value-added percentage change at 18,3%.
Industry	The total employment in the industry sector is at 6,5%, with 20,6% contribution to the country's Gross Domestic Product (GDP), annual value-added percentage change of 3,2%.
Services*	The services sector has a total employment rate of 27,2%, contributing 61,3% of the Gross Domestic Product (GDP), with 1,5% value-added annual change.
Inflation	Inflation fell from 10,6% in 2018 to 255,3% in 2019, approaching 300% in August (monthly), caused mainly by exchange rate fluctuations and shortage of basic products (fuel, food and electricity). Inflation is estimated to remain as high as 319% due to the COVID-19 pandemic and decline to 3,17% in 2021.
External Debt	Total external debt for Zimbabwe stood at USD 7,6 billion or 42% of the Gross Domestic Product (GDP) in June 2018.
Mining	Zimbabwe is a natural resource country, but the mining sector remains small and underdeveloped. The mining sector contributed 32,5% to the GDP
Foreign Direct Investment	Foreign direct investment has declined due to the political situation and the indigenisation programme that has dampened investor confidence and resulted in capital flight.

Source: AfDB, 2020; IMF – World Economic Outlook Database, October 2020; World Bank Group, 2019; 2022

Table 2.1 shows the dire state of the Zimbabwean economy. The Primary and Secondary Education Sector (the research conducted within the Zimbabwean public sector) falls under the services sector. The employment rate in this sector is 27.2%, that indicates a high unemployment rate within the sector which might be due to the increased level of inflation within the country (IMF, 2020).

Additionally, Table 2.1 indicates that other sectors apart from the Primary and Secondary Education sectors are also not performing. This supports the argument that all sectors are directly or indirectly linked (World Economic Outlook, 2020). In other words, the reduced performance of one sector influences other sectors (Chinamasa, 2017). It can be argued that performance in all sectors should be increased to contribute to a better Zimbabwean economy. Increased organisational commitment may be regarded as one established aspect. The section below outlines the factors influencing the organisational commitment of the public sector in Zimbabwe.

2.2 MACRO AND MICRO-ECONOMIC FACTORS INFLUENCING ORGANISATIONAL COMMITMENT IN ZIMBABWE

Various factors potentially affect the level of commitment within organisations in the public sector from a macro and micro-economic point of view. Some of these factors are discussed below.

2.2.1 Macro-economic Factors influencing organisational commitment

2.2.1.1 Economic and Financial Instability

Zimbabwe's economy, previously known as the breadbasket of Africa in the Sub-Saharan continent, has declined (World Bank Group, 2019). Scholars argue that this has been posed by the incapacitation of the primary and secondary economic activities constituting farming, mining and industry (Kanyeze et al., 2017). The Zimbabwean local currency that was introduced in 2016, has lost value, exacerbating the inflation rate (IMF, 2020). Such an economic environment threatens the productivity status of the public sector as funds are required to manage the business's day-to-day operations.

In a study done through the BTI Country Report (2022), it stated that poor monetary policies have mainly caused the economic decline. This challenged the de-dollarization strength and led to a rapid depreciation of the local currency and an increase in the rate of inflation (World Bank Group, 2019). The inflation rate led to the deterioration of disposable incomes of the population and crippled local demand (Zimbabwe Country Report, 2022). Zimbabwe has been marked by a financial suppression and high funding expenditures that have hindered the domestic economy's direct foreign investment (ADB, 2019). This economic environment greatly affects the public sector in terms of remuneration, training and development, selection and placements, promotions and execution of proper processes and procedures relevant to optimum productivity.

2.2.1.2 Poverty and Human Development

Zimbabwe's projected population is about 14,2 million, of which approximately 12 million individuals reside in rural areas (USAID, 2017). It was reported that 63% of households live in poverty and 16% in abject poverty (USAID, 2017, p. 4). Monetary poverty measured according to the national consumption poverty line hardly improved between 2001 and 2012. When measured in 2011, it was 71%. However, from 2012, it was found that poverty levels changed through urbanisation, and the poverty index calculated in 2019 was 32% (World Bank Group, 2019).

Having large families culminated in the high rate of poverty and limited access to quality social services, which include water and sanitation, health and education (World Bank Group, 2019). In 2011, net primary education enrolment amongst the impoverished was 87%, whilst non-poor enrolment was 92% among all gender groups (World Bank Group, 2019). However, this disparity increases for secondary enrolments – whereas net secondary education enrolments were 34% for the very poor, 58% among the non-poor (World Bank Group, 2019, p. 19). It might be argued that poverty limited the poor from acquiring higher education as they could only afford primary education.

It can be construed that poverty impacts the level of commitment of the employees within the primary and secondary sectors relative to this study. Some employees may think of migrating to other countries seeking greener pastures, which may result in a high turnover of employees within the public sector (World Bank Group, 2019).

2.2.1.3 Political Context Fragility

The country's political challenges has further constrained Zimbabwe's human capital base (World Bank Group, 2019). According to the World Bank Group (2019), 50% of the professionally skilled human capital migrated in search of greener pastures to other countries, like South Africa, the United Kingdom and many more. This has disabled the country's skills base, as the highly skilled left the country (Chigumira et al., 2018). Due to the political uncertainty, there has been an increase in violent conflict, coupled with a drop in the general well-being of Zimbabweans (Kanyenze et al., 2017).

2.2.1.4 Corruption Challenges

Corruption may potentially influence organisational commitment within the public sector organisation. The Zimbabwean government issues financial budgets yearly, where money is distributed in all sectors of the government. However, high levels of corruption amongst government officials hinder the fair distribution of such funds, resulting in financial shortages within public sector organisations.

Based on this study, the public sector requires ample financial support to retain adequate resources to manage day-to-day activities efficiently. It has been argued that limited resources in public sector organisations directly affect organisational commitment levels in the sense that employees cannot execute their duties without adequate resources. On that note, the Zimbabwean government made an extra effort to promote corruption awareness campaigns to reduce corruption levels. Although there is no assurance as to whether corruption campaigns can completely eliminate corrupt activities, they can at least help lower the corruption levels (Chigumira et al., 2018).

2.2.1.5 Technological environment

The technological environment has become a very significant element in the global market. According to Louw and Venter (2013), public organisations should be informed and made aware of the technological changes that can hinder or promote their success. Technological advances provide immense opportunities for all governments across the globe; this also applies to Zimbabwe (Bresciani et al., 2018). According to Bresciani et al. (2018), embracing technology is one of the ways organisations gain a competitive advantage in the current business environment. The argument is that if Zimbabwe constructs adequate technological infrastructure, it will be able to design public services that are both citizen-focused and offer better value for money. Therefore, this will increase public organisations' performance and utilise a fast and efficient means of data collection and information dissemination.

2.2.1.6 COVID-19 pandemic

The outbreak of COVID-19 immobilised Zimbabwe when the country was expecting an economic recovery through the Transitional Stabilisation Programme (TSP); unfortunately, this rebound was unlikely to be accomplished due to the pandemic (UNDP, 2020). This pandemic came as a threat to the already fallen Zimbabwean economy, which exacerbated the progression of economic instability (World Economic Outlook IMF, 2020). This pandemic culminated in the need for lockdown, which led to some sectors of the economy being completely closed while others remained partially open (UNDP, 2020). The country's economy has declined, and public services have been greatly affected (World Economic Outlook, 2020). This has been revealed through the public service circulars that guide and direct the mode of operations during the lockdown period (Statutory Instrument, 2020). On 27 March 2020, the President, Mr Emmerson Dambudzo Mnangagwa, announced a total economic shutdown for 21 days in the country. Following this, the public sector initially operated at 30% staff turnover since the number of employees on duty was reduced. Due to the lockdown upsurge, the number of employees in operations within the public sector failed to fulfil the

expectations of the community, thus impairing the overall performance of the economy and the public sector at large (Chirisa et al., 2021).

Unfortunately, the workplace environment is not favourable to frontline workers who are inadequately protected from contracting the COVID-19 virus, as available standard protective wear is not enough to sustain the workforce (Chitungo et al., 2022). Amid this catastrophe, salaries and incentives for civil servants remain unchanged, reducing employees' level of attachment towards the organisation (Nguwi, 2021). The government introduced minimum COVID requirements as precautionary measures to channel workplace activities and improve employee commitment.

The lockdown period was punctuated by the fluctuation of prices, a decline in dietary variation, higher levels of stress, disruption in consumption patterns, and decreased levels of physical activity (Matsungu & Chopera, 2020). Overall, the COVID-19 pandemic has weakened the attempts to deliver forecasted public services and achieve sustainable development goals (SDGs).

2.2.1.7 Conclusion

The research can conclude that economic and financial instability, poverty and human development, political context fragility, corruption challenges, technological environment and the COVID-19 pandemic are macro-economic factors that potentially impact levels of organisational justice and organisational commitment in a public sector organisation.

The following section discusses micro-economic factors potentially affecting organisational commitment.

2.2.2 Micro-Economic Factors influencing organisational commitment

Considering the micro-environmental aspects that may influence organisational commitment is vital, as organisations have more control over these factors than they have over the macro-environmental factors.

2.2.2.1 *Reward policy*

Rewards are essential in motivating employees to contribute their efforts in generating ideas that lead to excellent service delivery (Chinyelu, 2018). Organisations bestow financial and non-financial incentives through rewards that affect employee performance (Chikukwa, 2017). Employees feel considered when the organisation recognises their contributions and efforts (Azeez, 2017). Recognition is a basic element of the employment relationship. Failure to recognise employees for their contribution impairs organisational competitiveness and success (Chinyerere, 2016).

Employers who are dissatisfied with their rewards express it through their performance (Bwowe & Marongwe, 2018). Recognised employees are motivated to outperform their organisational set targets and contribute towards its success (Wushe & Shenje, 2019). It was found that recognised employees set their targets (sense of achievement) in the organisation. Therefore, a proficient reward system enhances productivity (Kutesera, 2018). Such a reward system drives employees to be more attached to the organisation, as it indicates that the organisation recognises their pivotal role in the operations and ultimate success of the business (Chikukwa, 2017). A reward system that compensates employees according to their contribution to the organisation (distributive justice) is emphasised in today's business environment (Kamselem et al., 2022). A poor reward system diminishes employee performance and dampens commitment (Chitimwango, 2016). Therefore, a proper reward system that recognises employees' efforts must be created to sustain the organisation.

According to Chinyerere (2016), the Zimbabwean public sector has been characterised by frequent strikes due to salary complaints. This has been due to the increased inflation rate. In this regard, employees are not motivated enough to perform their daily tasks in a way that promotes increased organisational performance (Chitimwango, 2016). Distributive justice could improve employees' commitment towards an organisation (Abdi et al., 2020). Therefore, remuneration packages must be reviewed to motivate public sector employees to stay committed to their work.

2.2.2.2 Training and development

An organisation's training and development programmes can influence employee commitment by providing opportunities for personal growth (Nandi et al., 2020). A trained individual has more to offer to the organisation for its success than an untrained one. Also, a trained employee performs their tasks better than someone who does not know the business's day-to-day operations (Moyo, 2016). The macro and micro business environment is undergoing drastic changes; therefore, organisations need training and development programmes to equip their employees with new skills and expertise needed to perform better in such a dynamic world (Kutesera, 2018). Training and development help employees improve service accuracy, the knowledge and skills needed to perform their tasks and improve their performance (Wushe & Shenje, 2019).

The research found that training and development affect employee commitment (Snyman, 2021). According to Gichira (2016), employees who are involved in training programs at their workplaces perceive the organisation as supportive, they have a lower intention to quit. Training and development improve an employee's sense of debt toward the organisation, resulting in more committed employees willing to remain with the organisation (Dzikamai, 2017). The study thus revealed that training and development affects the commitment of employees. Kutesera (2018) indicated that due to the high corruption levels in Zimbabwe, some people are employed within the primary and secondary sectors without adequate qualifications, which entails that such employees should receive training programmes more often.

2.2.2.3 Working environment

The work environment influences how employees perform in their jobs (Saidi et al., 2019). The present working environment in an organisation can affect employee performance positively or negatively. Employees are motivated when they find the workplace environment befitting their expectations (Kutesera, 2018). It has been found that employees experience commitment challenges related to their workplace environments within public sector organisations in Zimbabwe

resulting in employee disengagement (Wushe & Shenje, 2019). Therefore, certain areas such as fair distribution of salaries and rewards (distributive justice), implementation of fair processes (procedural justice), fair employee relationships (interpersonal justice), and proper and reasonable ways of communication (informational justice) need to be attended to foster employee commitment and improve performance (Kossivi et al., 2016).

2.2.2.4 Quality of employment relationships

Managers who empower employees to contribute to decision-making may engender positive employee attitudes toward the organisation (Sawithri et al., 2017). Potgieter et al. (2015) revealed that negative supervisory relationships trigger negative employee behaviour that harms both the organisation and its employees. This kind of behaviour constitutes poor work performance, deviant work behaviour or resignation (Potgieter et al., 2015). Good supervisory relationships facilitate desirable behaviours such as job satisfaction, citizenship and organisational trust (Iqbal et al., 2017). Therefore, quality employment relationships are essential in the workplace as they potentially influence organisational fairness and, ultimately, the level of commitment in an organisation (Kropp et al., 2022). Public sector organisations should have quality employment relationships to promote performance, productivity and competitiveness (Seppälä & McNichols, 2022). With regard to this study, it is of great importance to it is relevant for this study to analyse how employees perceive how they interact with their managers (interpersonal relationships). This will help managers determine recognised strategies to have a committed and productive workforce.

2.2.2.5 Organisational policies and procedures

Evidence from current research shows that company procedures and policies are essential for achieving organisational goals (Wushe & Shenje, 2019). Procedures and policies guide businesses in how they operate and improve the growth of employees (Kim & Beehr, 2020). It is claimed that sound organisational policies and procedures promote procedural justice in the workplace. A good organisation informs all its employees about all important matters and activities and allows the

employees to participate in decision-making (Grund & Titz, 2022). When employees perceive organisational policies as fair, they perceive procedural justice and become more committed to the organisation (Gichira, 2016). It can be argued that an organisation should have sound company, administrative policies and procedures to generate highly committed employees.

2.2.2.6 Conclusion

In conclusion, this section highlighted the macro and micro economic challenges within the public sector organisation, which can affect the level of organisational commitment within the employees. It shows that the macro and micro-economic facets are particular areas that must be considered and aligned into the public sector's business strategy to maintain a competitive and committed workforce.

2.3 CONCEPTUALISATION OF ORGANISATIONAL COMMITMENT

This section provides an in-depth discussion of the concept of organisational commitment. Defining organisational commitment is the first step in the conceptualisation of organisational commitment. This section also explored various theories on how organisational commitment began and developed adequate literature on the concept of organisational commitment.

2.3.1 Definitions of organisational commitment

This segment discusses the various definitions of organisational commitment. This study formulated a specific definition.

Organisational commitment as a concept emerged in the 1930s through the earliest work of Mayo (2003). According to Mayo (2003), organisational commitment is greatly influenced by the organisation's internal environment, although the external environment might have an indirect impact. Mayo (2003) found that for organisational commitment to be successful, the internal policies and procedures of the organisation should be in harmony with the employees' expectations. Employees will fully commit if the internal working environment is accommodative. Organisational commitment expanded and emphasised the

importance of employees' cooperation and willingness to stay and contribute towards organisational improvement (Barnard, 2005). The conceptualisation of organisational commitment has evolved over time with the introduction of new theories. The definitions are shown in Table 2.2 and explained below.

Becker (1960) conceptualised organisational commitment through his side-bet theory. According to Meyer & Allen (1984), the side-bet theory refers to what was invested (e.g., time, effort, money) and what may be lost to an individual on leaving the organisation. According to the side-bet theory, employees remain committed to a particular organisation because they fear losing their investments if they leave (Becker, 1960). Therefore, the side-bet approach is based on individuals incurring a cost with the hope of benefitting from it (Becker, 1960).

The focus shifted towards an employee's psychological attachment to the organisation, and the side-bet theory was later abandoned (Porte et al., 1974). Even though Porte et al. (1974) took a different route in defining organisational commitment, they still recognised the foundational suppositions of Becker's side-bet theory which postulated a strong link between commitment and turnover (Becker, 1960).

Public sector employees as the relative strength of organisational commitment was analysed to identify and involve themselves with the public sector organisation (Mowday et al., 1979). In their conceptualisation, these scholars argue that organisational commitment predicts turnover. Organisational commitment is explained through (i) acceptance and belief in the values of the organisation, (ii) desire to put more effort into accomplishing organisational objectives, and (iii) willingness to remain a member of the organisation (Mowday et al., 1979).

However, O'Reilly and Chatman (1986) critiqued the conceptualisation of Mowday et al. (1979), which conceptualised organisational commitment as related to three factors. The three factors of organisational commitment are termed as (i) a strong belief in and acceptance of the organisation's goals and values, (ii) a readiness to exert effort serving the organisation, and (iii) a solid desire to stay with the current organisation (Mowday et al., 1979). O'Reilly and Chatman (1986) conceptualised

organisational commitment as a psychological feeling experienced by an employee towards the organisation, articulating the extent to which they embrace the qualities and perspectives of the organisation. They argued that three factors influence an employee's psychological connection and these are (i) compliance or instrumental involvement for certain extrinsic rewards, (ii) identification and involvement on the basis of a desire for affiliation, and (iii) internalisation predicted on the appropriateness of organisational and individual values. They advocated that the first factor considered the psychological root for attachment, whilst the latter two were results of commitment. However, preceding studies (Becker, 1960; Porte et al., 1974) considered commitment as mainly a predictor of turnover, O'Reilly and Chatman (1986) singled out organisational citizenship behaviour as an organisational commitment outcome emanating from psychological attachment. While O'Reilly and Chatman's (1986) conceptualisation was strong, few researchers have followed this approach because it only measured the affective aspect of organisational commitment.

According to Meyer and Allen (1984), organisational commitment offered another widely used approach. The misused side-bet theory (Becker, 1960) argued by Meyer and Allen (1984), criticised the scales of Becker (1960) did not measure the investments that individuals make to benefit from the organisation (side-bet) but attitudinal commitment. Therefore, Meyer and Allen (1984) compared the interrelationships between the affective and normative commitment scales measuring organisational commitment. O'Reilly and Chatman's (1986) approach evaluated employees' positive feelings of identification, attachment and involvement with the organisation. According to Meyer & Allen (1997), a three-component model was introduced into the literature regarding whether organisational commitment should be considered an attitude or behaviour. Meyer & Allen, 1997 broadly define organisational commitment in three ways: affective commitment, continuance commitment and normative commitment. The three-dimensional theory incorporated both the attitudinal and behavioural perspectives of organisational commitment.

(i) Affective commitment

Affective commitment is related to the employee's emotional commitment towards the organisation (Meyer et al., 2007). It is the source of a link that connects the employee to the organisation. It was found that employees, who are psychologically attached to an organisation through affective commitment, always stay with the organisation as they consider their relationship as corresponding with the objectives and expectations of the organisation (Udofia & Ibegwam, 2019). With such a level of commitment within the workforce, the organisation is capable of achieving its business objectives. Affective commitment reflects the employer-employee social exchange relationship (Gichira, 2016). Kaul and Singh (2017) discovered that employees with strong affective commitment handle workplace stress. They also observed that affective commitment improves psychological capital (Kaul & Singh, 2017).

(ii) Normative commitment

Normative commitment was found to be a type of commitment that keeps an employee on the same job by virtue of feeling obligated (Allen & Meyer, 1990). It has been found that employees, who receive training and development opportunities through their organisation, stay as a gesture of gratitude to the organisation because they feel indebted (Udofia & Ibegwam, 2019).

(iii) Continuance commitment

Continuance commitment is a cost-benefit type of commitment whereby the employee decides to stay with the organisation because he is not ready to take up the costs associated with leaving (Kaul & Singh, 2017). According to this commitment, the scarcity of opportunities for leaving increases the employees' level of commitment (Meyer & Allen, 1997). Continuance commitment has been rated as the weakest type of commitment.

2.3.1.1 Conclusion

These definitions as described above all show that organisational commitment is behavioural and attitudinal in nature. It can be suggested that; to measure an employee's commitment, it is best to observe the employee's behaviour, attitude and effort exerted towards the growth of the organisation. Therefore, it may be argued that organisational commitment can be fully explained if both the behavioural and attitudinal aspects are addressed. Hence a combined conceptualisation was chosen for this study, namely the Allen and Meyer three-component model of organisational commitment (Meyer & Allen, 1997). The definitions of organisational commitment as discussed above are described in Table 2.2.

Table 2.2*Definitions of organisational commitment and perspectives*

Author	Definition	Perspectives
Becker (1960)	Described organisational commitment as based on the side-bet theory whereby employees get attached to the organisation as a result of investments made, that they fear losing by leaving.	Behavioural
Mowday et al., (1979)	Defined organisational commitment as the relative strength of an employee to identify and be involved with an organisation.	Attitudinal
Wiener & Vardi (1982)	Define organisational commitment as behavioural intention or reaction, determined by the individual's perception of the normative pressure.	Behavioural
O'Reilly & Chatman (1986)	O'Reilly and Chatman (1986) defined organisational commitment as a psychological connection that the employee has for the organisation and the extent to which an individual becomes more involved in the organisation's	Attitudinal
Allen & Meyer (1990); Meyer & Allen (1991)	Defined organisational commitment as a psychological state that binds the individual to the organisation.	Attitudinal & Behavioural
Meyer & Allen (1997)	Organisational commitment entails employees' emotional attachment to the organisation (affective commitment), having a sense of responsibility or obligation towards the organisation (continuance commitment) or concerns about the perceived costs of leaving the organisation (normative commitment).	Attitudinal & Behavioural

Source: Researcher's own construction

For the present study, the working definition is centred on the work of Meyer and Allen (1997) who defined organisational commitment as employees' emotional attachment to the organisation (affective commitment); having a sense of responsibility or obligation towards the organisation (continuance commitment); and having concerns about the perceived costs of leaving the organisation (normative commitment). The definition encompasses all forms of organisational commitment (affective commitment, continuance commitment and continuance commitment) and is hence widely used in the research field and proven to be the best theory (Khan, Bashir, Nasim & Ahmad, 2021; Nagpal, 2022).

These definitions all flow from different theories related to organisational commitment. These models and theories are presented in more detail below.

2.3.2 Models and theories of organisational commitment

According to the literature, organisational commitment is grouped according to different models or theories. Models are essential in the study of organisational commitment. Models evaluate the different ideologies that are explored and consider the documentary information collected; and describe how they are presented in the work context (Chittleborough & Treagust, 2009). Three of the main models on organisational commitment are discussed below, namely Meyer and Allen's three-component model, O'Reilly and Chatman's model and Etzioni's model.

2.3.2.1 Meyer and Allen's three-component model

Meyer and Allen (1984), Allen and Meyer (1990), Meyer and Allen (1991) and Meyer and Allen (1997) introduced a three-component model from discovering central themes in the conceptualisation of organisational commitment. The model classified organisational commitment into three different dimensions according to how the bond between the employer and the organisation is said to have developed; the three dimensions are affective commitment, continuance commitment and normative commitment (Meyer & Allen, 1997). These dimensions are illustrated in figure 2.1.

Figure 2.1

Model of organisational commitment (Meyer and Allen, 1997)



(a) Affective commitment

The first component in the model is affective commitment. According to Meyer and Allen (1997), affective commitment reflects an individual's emotional attachment to, identification and association with the organisation. Members of the organisation who are affectively committed to the organisation continue working willingly and without coercion in the organisation (Meyer & Allen, 1991). Such employees value their employment relationship as corresponding to the objectives and expectations of the organisation (Beck & Wilson, 2000). Meyer and Allen (1997) further postulated that affective commitment is influenced by many factors, which include job challenge, clarity, and goal difficulty, reception by management, peer cohesion, equity, personal importance, feedback, participation and dependability.

For this study, affective commitment refers to public servants' commitment based on their identification and attachment to the organisation (Qureshi et al., 2017; Brimhall, 2019).

(b) Continuance commitment

The second component of organisational commitment is continuance commitment. It is defined as the sense of obligation towards the organisation (Meyer & Allen,

1997). An individual's commitment to the organisation is bestowed on the need to do so. Therefore, continuance commitment is calculative in nature because the employee weighs the costs and risks associated with leaving the organisation (Datta et al., 2020). This viewpoint supports the fact that if employees are given a better offer, they might leave the organisation (Meyer & Allen, 1991). Muchichwa (2016) argued that a number of workers in the public sector have chosen to stay in their jobs because of a lack of alternatives.

For this study, continuance commitment refers to public servants having commitment based on the perceived costs attached to their leaving the organisation (Meyer & Allen, 1991).

(c) Normative commitment

The third component of organisational commitment is normative commitment. It refers to the individual's willingness to remain committed to the organisation because they feel they have to (Meyer & Allen, 1997). It is often called moral commitment (Meyer & Allen, 1991). For example, workers that have been involved in training and development programs in the organisation feel that they are indebted to stay in the organisation and contribute to its success since the training programs were paid for by the organisation (Wang et al., 2017).

Normative commitment is based on the social exchange theory (Blau, 2017), which believes that an employee who receives any benefit has a strong normative responsibility to repay the benefit in some way (Jaros, 2017). This theory is grounded in the fact that relationship qualities between employees and the management should be reciprocal in nature (Suliman & Iles, 2000). Allen and Meyer (1990) describe normative commitment as the work behaviour of individuals; controlled by a sense of duty, responsibility and loyalty towards the organisation. Normative committed employees tend to stay with the organisation because they feel they should and that it is the right thing to do (Jaros, 2017).

In this study, normative commitment refers to public servants having commitment based on a sense of duty and moral obligation towards their organisation (Yousef, 2017).

2.3.2.2 *O'Reilly and Chatman's model*

O'Reilly and Chatman (1986) developed their multi-dimensional model with the belief that organisational commitment reflects an attitude towards the organisation and that there are different processes in which those attitudes develop. They argued that these processes appear in three stages, namely:

(a) Compliance stage

The first stage is centralised on the employee's acceptance of each other's influence to benefit from them through remuneration and promotion. In this notion, the relationships are just forged to get specific rewards not because they share the same beliefs. The nature of commitment in the compliance stage is related to the continuance dimension commitment (Meyer & Allen, 1997), where the employee is calculative of the rewards he/she receives by staying in the organisation. In a public sector organisation, this articulates that employees in this stage stay with the organisation because of the benefits they receive.

(b) Identification stage

This stage occurs when employees embrace the influence of their peers to retain a substantial self-defined bond with their organisation. Employees identify themselves and feel valued in the organisation by carrying out certain roles. The nature of organisational commitment in this stage is based on the normative dimension (Meyer & Allen, 1997). An employee remains committed because of the sense of duty or loyalty towards the organisation.

(c) Internalisation stage

This is the last stage in O'Reilly and Chatman (1986) multi-dimensional model; internalisation occurs when employees find congruence between their values and those of the organisation. The level of organisational commitment in this stage is based on affective commitment (Meyer & Allen, 1997). The employee gets emotionally involved in the organisation through feelings such as loyalty, affection, belongingness and attachment (Hossain, 2020).

2.3.2.3 *Etzioni's model*

Etzioni's model includes three components namely moral commitment, calculative commitment and alienative commitment (Etzioni, 1961). These are explained below.

(a) Moral commitment

Moral commitment reflects one of the affective commitment dimensions of organisational justice (Etzioni, 1971). Etzioni (1971) viewed moral commitment as derived from a compliance structure by O'Reilly and Chatman (1986). The compliance structure denotes an expectation of gaining specific rewards from organisations rather than emotional arrangements (Hamad, 2018). Moral commitment is categorised by the recognition of, and identification with organisational objectives (Patchen, 1970). For a public sector organisation, employees can identify themselves as one with the organisation; this sense of belonging will motivate them to fulfil the objectives and expectations of the organisation. Wiener (1982) ascribed this type of organisational attachment as moral involvement hence supporting the idea by Etzioni (1971).

(b) Calculative commitment

Calculative commitment reflects the employee's willingness to stay with the organisation because of weighing the cost-benefit of leaving the organisation (Etzioni, 1971; Hrebiniak & Alluto, 1972). This type of commitment is based on the social exchange theory (Blau, 2017). This Calculative commitment is instrumental because without any exchanges between the employee and the organisations; there is no commitment (Etzioni, 1971). In a public sector organisation, this form of commitment would mean that; without a reciprocal relationship between an employer and employee; the employee will not be willing to stay with the organisation (Ambrose et al., 2015).

(c) Alienative commitment

According to Etzioni (1971), alienative commitment is typical of a prison in which intimidation is used as a tool to enforce things to be done. This type of commitment

is a negative affective attachment to the organisation: the employee may stay because of unavailability of opportunities or fear of serious financial losses (Etzioni, 1971). The employee is forced to stay not because there are intentions to fulfil organisational goals but just to retain membership. The employee considers the rewards and punishments received as indiscriminate and not emanating from the quantity and quality of work and this provides a sense of loss of control and the employee then feels alienated (Etzioni, 1971).

2.3.2.4 Conclusion

Table 2.3 summarises the theories which were discussed in this section. It shows that there are many theories that were followed in the development of organisational commitment.

Table 2.3

A summary of organisational commitment theories

Theory	Basic Premise	Reason for exclusion or inclusion in the empirical research study
Meyer and Allen's three-component model (1997)	Identified three main forms of organisational commitment; affective commitment, continuance commitment and normative commitment.	This model has been included in the empirical research because it incorporates both the attitudinal and behavioural components of organisational commitment and also measures all the components as introduced by different researchers in the development of the concept.
O'Reilly & Chatman (1986)	Identified organisational commitment as being influenced by three factors; compliance, internalisation and identification.	This model was excluded from the empirical research because Meyer and Allen (1997) developed the affective, normative and continuance commitment from O'Reilly and Chatman's (1986) three factors of compliance, identification and internalisation. Many researchers now adopt Meyer and Allen's three-component model as the most recent one.

Etzioni's model (1971)	Identified three components that constitute organisational commitment and these are moral commitment, calculative commitment and alienative commitment	This model was excluded from the empirical research because it only relies on the instrumental and affective source of organisational commitment. Also, this model has been used lesser than the Meyer and Allen's three-component model in empirical research.
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From these, the Meyer and Allen (1997) three-component model was widely used and accepted in research (Chandhrahaas & Narasimhan, 2022) and therefore tested and found to constitute both the attitudinal and behavioural aspects of organisational commitment.

The Organisational Commitment model of Meyer and Allen (1997) is used for this study because it is one of the most widely researched models of organisational commitment and its measures have been found to correctly predict organisational commitment than the other models discussed above (Chandhrahaas & Narasimhan, 2022). This model is linked to the definition used in this study and the Meyer and Allen (1997) organisational commitment questionnaire was used during data collection. This model has been widely used in various contexts because it constitutes both the attitudinal and behavioural perspectives of organisational commitment (Becker, 1960; Porte et al., 1974).

In the following section variables that influence organisational commitment relevant to the current study are discussed.

2.4 VARIABLES OF RELEVANCE TO ORGANISATIONAL COMMITMENT IN THE CURRENT RESEARCH

Organisational justice, age and gender are variables of relevance that may influence the level of commitment amongst employees in an organisation and that are investigated in this research. These variables will be briefly discussed in the following section.

2.4.1 Organisational justice

Organisational justice refers to employee perceptions of fairness that employees uphold in the workplace (Colquitt, 2001). This fairness should be recognised in the way goods and services are distributed fairly (distributive justice), distributive decisions are procedurally fair (procedural justice), fair and sound relationship exists between employees and supervisors (interpersonal justice) and when information reaches those decisions is communicated in a sound, timeous, reasonable and tailored towards employees' specific needs (informational justice).

According to the literature, perceptions of organisational justice influence organisational commitment (Lee et al., 2017). Organisational justice has been found to be one of the essential indicators of the effectiveness of organisational processes (Fahim, 2023). Perceptions of organisational justice can be evident in the selection and placement of staff, conflict resolution, disciplinary procedures, termination and layoffs, performance assessment, organisational change and salaries and compensations (Baldwin, 2006). Scholars argued that employees' positive perceptions of organisational justice on organisational processes increase levels of organisational commitment (Kaul & Singh, 2017). According to Sawithri et al. (2017), if employees perceive that all organisational activities are fair, they tend to increase their levels of commitment. However, if unfairness is perceived, employees tend to withdraw from the organisation (Paterson, 2017). Therefore, organisational fairness is a necessity to augment commitment in the public sector organisation in Zimbabwe.

Thus, organisational justice should be studied in the workplace to determine which organisational justice variables influence organisational commitment. The results will help in coming out with an informed organisational justice model to employ in an organisation to improve the level of commitment.

2.4.2 Age

Age can be defined as the number of years a person has lived as from the time of birth (Zacher, 2020). From the literature, discrepancies have been found concerning age and organisational commitment. Findings by Chen and Weng

(2016) postulate that; older employees perceive fairness in organisations and are more committed than younger employees. These authors suggest that older employees are more committed as compared to young employees because of different responsibilities. Older employees have more responsibilities which raises a need for them to stay committed to the organisation, whilst young employees would want to explore different working environments. Kaul and Singh (2017) also found a positive relationship between age and organisational commitment. Therefore, it is necessary for this research to be carried out to determine which organisational justice variables alleviate the commitment levels for all employees and improve on those areas to ensure a committed workforce across all ages.

2.4.3 Gender

In the context of this study, gender may be defined as duties, responsibilities, actions, behaviour or characteristics, culturally or societally expected to be performed or displayed by men and women (Lindqvist, Senden & Renstom, 2021). Gender has been found to have a bearing on organisational commitment. The results from the literature have shown inconsistencies. Clayton et al. (2007) found a significant positive relationship between gender and organisational commitment, justifying that females distinguish a higher level of commitment than their male counterparts. Mathieu and Zajac (1990) in their review, also unveiled that females have higher levels of commitment than males. However, Van Dyk and Coetzee (2012) discovered that males demonstrated a higher level of commitment than females. Anari (2012) found no relationship between gender and organisational commitment in the analysed sample. On the other hand, Messner (2017) postulated that there is a high correlation between both males and females on their level of organisational commitment. Therefore, it is necessary to carry out research in the public sector organisation in Zimbabwe to find out whether gender has an impact on organisational commitment and in what way because the public sector is comprised of both males and females.

From the above discussion, it has been established that organisational justice, age and gender potentially may influence organisational commitment. However, according to the researcher's knowledge, little has been done on these variables

in a public sector context in Zimbabwe. Therefore, there is a need to carry out a study in this field. The variables of organisational justice, age and gender will be discussed in depth in the next chapters.

2.5 IMPLICATIONS FOR ORGANISATIONAL COMMITMENT PRACTICES IN THE PUBLIC SECTOR CONTEXT

The organisational commitment theory or model chosen for the study has various organisational and HRM implications for practice.

Based on the literature study; the HR manager should understand the employees' perceptions of organisational justice with regard to age and gender so that proper decisions should be followed when implementing organisational commitment strategies. Management should reward employees fairly, procedurally, interpersonally and informationally to attract and retain a committed workforce. Although the literature study found that females exhibit a higher level of organisational commitment than males (Messner, 2017); strategies to improve the level of commitment should be applied consistently across all genders as the public sector organisation comprises both males and females.

The literature review also showed that older employees are more committed than younger employees (Bakotić, 2022). For HR managers to be successful, they need to employ all HR strategies fairly across all age groups.

Additionally, a relationship between organisational justice and organisational commitment has been confirmed from extant literature (for instance, Steinfeld, 2017; Veress & Gavreliuc, 2018). Organisational commitment is an attitude and behaviour that is expected from all employees to maintain a competitive advantage. Therefore, management should strive for organisational justice by rewarding employees fairly, appraising them fairly, treating them with respect and dignity, keeping them informed of the processes and procedures involved in processing their distribution outcomes, as well as fostering a favourable interpersonal environment.

2.6 EVALUATION AND SYNTHESIS

From the literature study, it was revealed that organisational justice creates high levels of commitment and performance (Kaul & Singh, 2017). Additionally, previous studies show that there is a correlation between organisational justice and organisational commitment (Ahmad & Jameel, 2018; Colquitt et al., 2017; Veress & Gavreliuc, 2018). It was found that when organisational fairness exists; employees will have a sense of belonging and feel that they are part of the organisation (Khaliq et al., 2016). This suggests that employees develop a sense of attachment and identification through organisational justice practices.

According to Gile et al. (2018), employees are concerned about fairness because fair processes make them feel valued and motivated to perform. In other words, organisational justice does not only motivate employees, but it makes them feel worthy and increases their efforts to perform better, thus increasing their level of commitment (Azzam & Harsono, 2021). Therefore, it is suggested that organisational justice influences organisational commitment through behaviour and attitude development. Several meta-analyses in the field have been carried out to distinguish the relationship between organisational justice and organisational commitment (Colquitt et al., 2017) and research shows that organisational justice relates to organisational commitment (Steinfeld, 2017).

Although extant literature reflects a relationship between the two concepts of organisational justice and organisational commitment, the research tends to be mostly from a Western perspective and is not often conducted within an African context. Therefore, a research study to explore whether the relationship dynamics between organisational justice and organisational commitment remain within an African public sector context was deemed important.

Some studies relating to the current research problem within the education sector were conducted previously. For instance, a study by Snyman (2021) considered the current research problem in the higher education sector in South Africa; and showed a relationship between organisational justice and organisational commitment. Another study which supported the same premise was carried out

among secondary school teachers in Iraq and revealed a significant and positive relationship between organisational justice and organisational commitment (Jameel et al., 2020). However, to the knowledge of the researcher, no evidence was found of similar studies conducted in a public sector organisation in Zimbabwe. Hence, there is a need for an empirical study to further determine the correlation of these two variables within such a context. The study is therefore aimed at giving scientific evidence to indicate the relationship between organisational justice and organisational commitment in a public sector organisation in the Republic of Zimbabwe.

2.7 CHAPTER SUMMARY

The first research aim was addressed in this chapter, namely, to conceptualise organisational commitment in the context of a public sector organisation within Zimbabwe (section 1.3.1).

This chapter outlined the meta-theoretical context that formed the definitive boundary of the study namely, the relationship dynamics between organisational justice (distributive justice, procedural justice, interpersonal justice and informational justice) and organisational commitment (affective commitment, continuance commitment and normative commitment) in a Zimbabwean public sector organisation. This chapter explored the theoretical aspects of organisational commitment through conceptualisation of the term from literature and other related antecedents that impact performance in organisations. Also, models and theories underlying organisational commitment were explained. Meyer and Allen's (1997) model was discussed in detail and chosen as the adopted model for this study. Variables influencing organisational commitment were explained, followed by implications on the public sector environment.

In the next chapter, the theoretical aspects of organisational justice will be explored in detail. This will address the second research aim namely, to conceptualise organisational justice (distributive justice, procedural justice, interpersonal justice and informational justice) in the context of a Zimbabwean public sector organisation.

CHAPTER 3: ORGANISATIONAL JUSTICE PERCEPTIONS AS AN ANTECEDENT OF ORGANISATIONAL COMMITMENT IN A PUBLIC SECTOR ORGANISATION

The chapter conceptualises organisational justice as a behaviour enhancer in the workplace. Negative or positive perceptions may trigger similar attitudes among employees towards their organisations. More specifically, the literature was reviewed to ascertain the predicting possibilities of Organisational Justice (distributive justice, procedural justice, interpersonal justice and informational justice) on the outcome of Organisational Commitment (affective commitment, normative commitment and continuance commitment). The chapter deals specifically with the conceptualization of organisation justice (distributive justice, procedural justice and interactional justice) in a public sector organisation context.

To determine the predicting effect of Organisational Justice (OJ) perceptions on Organisational Commitment (OC) in the African context, this study aims to review the literature to conceptualise organisational justice. The chapter thus addresses literature research aim 2: To conceptualise and explain organisational justice (distributive justice, procedural justice, interpersonal justice and informational justice).

3.1 CONCEPTUALISATION OF ORGANISATIONAL JUSTICE

The conceptualisation of organisational justice is discussed in this section, with a specific focus on the development of the construct, and its definition, as well as a discussion on the antecedents and outcomes of organisational justice.

Organisational justice (also called organisational fairness) was developed from the social psychological literature and coined by Greenberg in 1987. Organisational justice has evolved to become an essential theory in the field of HRM (Rai, 2015). Earlier studies have revealed the essence of organisational justice in modifying workers' attitudes and behaviour at the work context (Suifan, 2019). These attitudinal and behavioural outcomes include loyalty towards the organisation, organisational commitment, organisational citizenship behaviour, confidence and performance (Rahman et al., 2016). Organisational justice has gained increasing

interest because of its effects on both workers' well-being and organisational functioning (Omar et al., 2018). Maintaining justice is considered as a necessity for organisational performance and productivity as it enhances employees' feelings of belonging (Akram et al., 2015). Just treatment in an organisation, along with the development of a fair working environment, inspires employees to demonstrate desirable behaviours towards their workmates, leadership and the organisation at large (Jameel et al., 2020).

3.1.1 Definitions of organisational justice

This section is a discussion of different definitions of organisational justice as derived from the literature. A definition relevant to the study will be formulated. Defining organisational justice is the first step in conceptualising and explaining organisational justice. Table 3.1 below contains some of the most prominent definitions of organisational justice in chronological order; and will be discussed in more detail thereafter.

Table 3.1

Definitions of organisational justice

AUTHOR	DEFINITIONS
Greenberg (1987)	Organisational justice refers to employees' views on what is reasonable and what is imbalanced at their workplaces.
Greenberg (1990)	Organisational justice is the study of equality within an organisational context.
Cropanzano et al. (2001)	A psychological form of justice that is applied in work settings.
Cohen-Charash & Spector (2001)	Organisational justice is characterised by four distinct forms, i.e., distributive, procedural, interpersonal and informational justice. Distributive justice is focused on fair allocation of resources amongst employees whilst procedural is defined as the way in which legal authorities interact with the employees. Interpersonal justice refers to the way employees are treated with politeness and dignity by their employees, whilst informational justice refers to the fair dissemination of information to all employees in the organisation.

Colquitt (2001)	Organisational justice is described in four types namely, distributive justice, procedural justice, interpersonal justice and informational justice.
Colak & Erdost (2004)	Employees' perceptions of equality of organisational practices and judgements; and the influence of these perceptions on employees' behaviour.
Jensen & Conlon, (2005); Coetzee, (2005)	The way people perceive fairness in their work contributions in relation to the rewards that they receive.
Baldwin (2006)	The level at which employees observe processes relations and outcomes in their work environment, to be unbiased
Cropanzano et al. (2007)	An individual evaluation concerning the workplace's proper behaviour and ethical standards.
Fortin & Fellenz (2008)	The employment of standards for assessing how organisations interact with people in relation to outcome distributions (distributive justice), decisions (procedural justice) and interpersonal relations (interactional justice).
Moorman (2009)	The mind set in which employees decide on the ways they are handled in the workplace and how these contribute to their performance.
Griffin & Moorhead (2014)	Whether employees in an organisation perceive that they are treated justly, or not.
Ari & Caglayan (2017)	An indication of a negative or positive view that employees can derive from their experiences with the organisation.
Erdoğdu (2018)	Organisational justice is concerned with the opinions of employees about distribution, operation, performance and collaboration in an organisation.
Robbins & Judge (2018)	Organisational justice is concerned with the way employees feel about their managers and decision-makers and how they relate with them at work.

From the above definitions, organisational justice is described as a subjective phenomenon which is influenced by a specific environment (the workplace) (Greenberg, 1987; Jensen & Conlon, 2005; Coetzee, 2005; Baldwin, 2006); situations (Baldwin, 2006; Fortin & Fellenz, 2008); and resulting in certain behaviours (Colak & Erdost, 2004). The study seeks to examine the relationship

between organisational justice perceptions and organisational commitment (behaviour).

Central to all the definitions in Table 3.1 is the concept of justice, also referred to as fairness (Greenberg, 1987, 1990; Cropanzano et al., 2001; Colquitt, 2001; Colak & Erdost, 2004; Fortin & Fellenz, 2008; Griffin & Moorhead, 2014). The definitions provided in Table 3.1 show that organisational justice perceptions relate directly to perceptions of fair treatment – when perceptions are viewed as unfair; employees perceive injustice in an organisation. Fairness is central to every organisational setting as it influences employees' behaviours towards their jobs, their management (supervision), and their colleagues (Suifan, 2019). Injustices aggravate negative behaviours, which also impact negatively on the success of organisations (Ghimire, 2020). Unfairness detaches individuals from the organisation; therefore, resulting in employee retention (Adewoyin, 2022). Perceived injustice is poisonous to the organisation as it corrodes the organisational structure and belittles the employees' value; consequently, diminishing their commitment (Rupp et al., 2017).

Many definitions in Table 3.1 also state that organisational justice is the level of fairness observed by employees in their workplace as it relates to situations and scenarios in outcome distribution, decision making and interpersonal relations; all of which result in certain behavioural outcomes. This is relevant to the definition by Colquitt (2001). Definitions by Greenberg (1987); Jensen and Conlon (2005); Coetzee (2005), Baldwin 2006; Fortin and Fellenz (2008) focused on justice opinions only, showing that organisational justice has to do with perceptions and views of the people involved. These views modify their behaviour. However, Colak and Erdost (2004) added the behavioural component in their definition to allude that every judgement that individuals make, has behavioural consequences.

Robbins and Judge (2018) on the other hand, defined justice as a feeling. This reveals that the construct involves the affective, motive and cognitive aspects of human functioning that stimulate certain actions and attitudes amongst employees in an organisational set up (Robbins & Judge, 2018). These attitudes and behaviours include organisational commitment. Organisational justice is

responsible for stimulating organisational commitment in different ways whether affectively, normatively or continuously. It is evident that employees' justice perceptions are significant for their work attitudes and work behaviours. Reviewed literature reveals that employees who feel fairly treated tend to feel more satisfied at work, are more engaged, and vent more effort towards set targets (Lee & Raschke, 2018).

3.1.2 Conclusion

It can be concluded that organisational justice is an essential component of an organisation. Proper handling of organisational justice interventions is imperative in breeding positive behaviours that are favourable and supportive of organisational goals (Paterson, 2017).

The current emphasis of the study is on the predicting relationship of organisational justice perceptions on the outcome variable of organisational commitment from a public sector organisation perspective.

For this study, the organisational justice model used is the four-factor model (Colquitt, 2001). Organisational justice is categorised into four different types namely, distributive justice (distributive fairness of outcomes), procedural justice (fair application of processes and procedures used to reach outcomes), interpersonal justice (fairness in interpersonal relationships) and informational justice (justifications in the way information is disseminated within an organisation) (Colquitt, 2001).

The above definitions were founded from different organisational theories. These will be discussed in the next section.

3.2 ORGANISATIONAL JUSTICE MODELS AND THEORIES

The organisational justice model for this study stems from the equity theory (Adams, 1965). According to the equity theory, employees make comparisons of their job inputs (namely, effort, experience, education, competence) and outcomes they received for these inputs (namely, salary levels, raises, recognition) – relative

to those of others (Colquitt et al., 2017; Snyman, 2021). In other words, individuals perceive what they get from their jobs (the outcome) in relation to what they put into their jobs (inputs), and then compare the outcome-input ratio to ensure that it is relevant to the ratio of other employees; and therefore fair. If they perceive that the ratio at which they get paid is satisfactory, a state of equity exists because they perceive their situation as fair and that justice prevails (Adams, 1965; Greenberg, 1987). However, when the ratio is perceived as unequal, individuals experience equity tension (Greenberg, 1987). To deal with inequity, employees change their inputs to match the outcomes they receive (Adams, 1963). The essence of the equity theory is centred on employees' responses to pay inequities and thus it relates to distributive fairness.

Around the mid-1970s, there was an argument as to what constitute fairness on process-oriented issues, since distributive justice was found to be outcome-oriented (Greenberg, 1990b). Therefore, a new form of justice termed procedural justice was determined by Thibaut and Walker (1975). Procedural justice evaluated the way outcome decisions were determined in organisations.

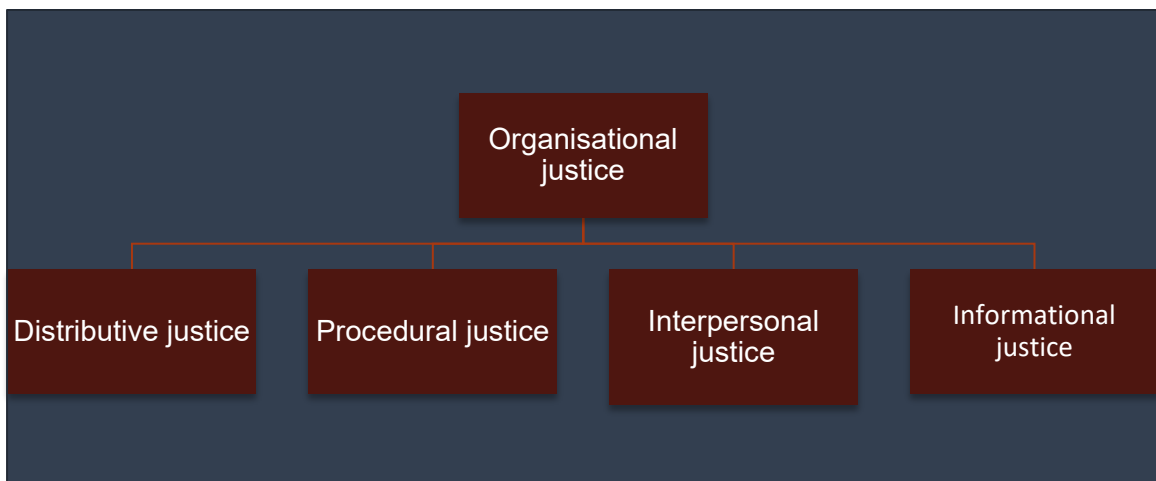
In the mid-1980s, through an argument between Bies and Moag (1986) and Bies and Shapiro (1987), interactional justice as a third form of organisational justice was introduced into the literature. Bies and Moag (1986) and Bies and Shapiro (1987) argued that although people are concerned with fair processes in decision-making, they are also anxious about how those decisions are implemented and how the decision-makers relate with employees in organisations. Therefore, interpersonal justice considers the quality of relationships between employees and employers (management and supervisors) during the enactment of organisational procedures (Bies & Moag, 1986). However, Greenberg (1990a, 1990b) subsequently broke down the relationships of interactional justice into two types of perceptions and named them interpersonal justice and informational justice. Interpersonal justice refers to the degree to which superiors treats their subordinates with respect and dignity (Ranto et al., 2022). Informational justice, on the other hand, entails the appropriateness, truthfulness, specificity, timeliness

and sufficiency of information communicated to the employees (Lane & Aplin-Houtz, 2022).

This conceptualisation is relevant to the four-dimensional model of Colquitt (2001) which conceptualised organisational justice as distributive, procedural, interpersonal and informational justice. For the purpose of this study, Colquitt's (2001) organisational justice model will be used as a theoretical framework through which the organisational justice will be examined. The four concepts of distributive justice, procedural justice, interpersonal justice and informational justice will be discussed in the sub-sections that follow as outlined in figure 3.1 below.

Figure 3.1

Organisational justice model (Colquitt, 2001)



3.2.1 Distributive justice

Distributive justice is the first fairness construct that was identified by scholars (Willison & Warkentin, 2009). The seminal work on this construct was done by Adams (1965), who advanced a theory of equity. Adams (1965) posits that in accordance with distributive justice, individuals compare their contributions towards the work to their work outputs (what they receive) in relation to their workmates. Thus, when the profits are in conformity with the expectations of both

parties, distributive justice is realised. More profits result in remorse whilst low profits lead to feelings of hopelessness and resentment.

Deutsch (1975, 1985); Colquitt (2001); Cropanzano and Ambrose (2015) proposed a criterion for distributive justice based on equality, equity, need or contribution. Greenberg (1987) also argued that whether employees receive their fair share or not in an organisation; their perceptions are based on the organisation's observance of justice rules of equality, equity and need. Equality refers to the stance of equal treatment to all regardless of ethnic background (Coetzee, 2005). This means that employees will obtain the same amount in remuneration irrespective of their contributions (Colak & Erdost, 2004). It is a non-discriminatory principle, which, according to humanity is regarded as ethical. However, equality, overrides the equity principle since higher performers are rewarded the same as low performers. A spirit of belonging is created by accommodating even those who are unable to perform. On the other hand, it allows individuals to be reluctant and comfortable instead of seeking self-actualising levels. This principle is often used when the objective is to maintain enjoyable public relations (Colak & Erdost, 2004; Coetzee, 2005).

The equity principle edifies what an individual's compensation (e.g., pay, fringe benefits, promotion and recognition) needs to be comparative to an individual's contribution (e.g., qualifications, experience, education, efforts) (Adams, 1965). If equity is achieved, employees will be content (Adams, 1965; Greenberg, 1987). However, when employees perceive distributive injustice, inequity will occur. It was found that unfairness in the distribution of outcomes decreases employees' performance and organisational proficiency (Gile et al., 2018). Therefore, it is important that equity be achieved in an organisation to channel its efforts towards the accomplishment of organisational goals.

The need principle propagates that rewards should be distributed according to individual needs, regardless of their contributions (Colak & Erdost, 2004). The objective of this principle is to foster individual development and welfare (Coetzee, 2005). For this objective, it is imperative for public organisations to use the need rule for outcome allocations (Deutsch, 1975, 1985). Therefore, it is of great

importance that public organisations know which rule needs to be applied in different situations and environments to achieve distributive justice.

Distributive justice specifically addresses the degree to which rewards (what employees receive) are equitable (Gichira, 2016). This construct is relevant for the study as it relates to the employer and employee treatment at the workplace. Distributive justice focuses on the perceptions of fairness in the distribution and allocation of outcomes (Omar et al., 2018). These outcomes include items such as salary, benefits, promotions, rewards which they receive in exchange of their inputs in the workplace (Mensah et al., 2016).

Humans create ideas of fairness, and they cognitively analyse the unfairness and fairness of the allocation and distribution of outcomes that they receive (Jasso et al., 2015). This perception is related to cognitive, affective and behavioural reactions towards specific outcomes (Proost et al., 2015). Therefore, when a specific outcome is judged as unjust, it affects employees' feelings (Cohen-Charash & Spector, 2001). These feelings ignite a set of behavioural and social consequences like commitment or withdrawal (Gichira, 2016), hence the discussion of organisational commitment in the previous chapter.

Distributive justice is premised on the organisational reality that employees are not treated the same in the organisation and that the allocation of rewards is not homogeneous (Ledimo, 2015). Employees draw conclusions between their output/input ratios and evaluate whether they are being fairly compensated for their efforts using their peers' compensation packages as a yardstick (Ohana & Meyer, 2016). If the ratio is uniform above-board, then distributive justice would be achieved in the organisation (Ghimire, 2020).

3.2.2 Procedural Justice

An organisation is an open system. This means that for an organisation to survive and thrive, it relies on its internal and external environment (Van der Wende, 2022). To appeal to its business environment, the internal processes also needed to be integrated into the system to ensure a flow in the relationship between the employees and the organisational processes. Thus, a second dimension of

organisational justice to deal with the procedures and processes employed in reaching decisions was introduced into the literature, namely procedural justice.

Procedural justice refers to the degree to which the procedures employed in decision-making (Suppra et al., 2023) are perceived to be fair to those exposed to them (Meyerson et al., 2020). Procedural justice can be best understood when explained operationally in the work context considering the perceived fairness of the decision-making process for allocating and distributing rewards (Williamson & Perumal, 2022).

Employee voice is a fundamental instrument of procedural fairness (Thibaut & Walker, 1975). Voice allows employees to share their own inputs and participate when decisions are made over the processes in the organisation. When employees are given the opportunity to voice their opinions, they value the processes as being just and procedurally fair (Zainuddin & Isa, 2019). Individuals with voice control over organisational processes are committed as they consider the system to be fair (Colak & Erdost, 2004).

Scholars (Leventhal et al., 1980; Cropanzano et al., 2001; Colquitt et al., 2013) state that voice is not the only determinant of a fair procedure. Leventhal et al. (1980), Cropanzano et al. (2007), and Colquitt et al. (2013) suggested the following criteria for evaluating a process to be fair: (a) the process should be unbiased, (b) the process should be applied consistently, (c) the process should be accurate i.e. correct information should be gathered, (d) the process should be corrigible i.e. there should be some processes to rectify incorrect decisions, (e) the process should be representative i.e. views of various groups should be taken into account and (f) the process should be ethical.

This implies that employees will show greater loyalty and commitment towards their organisation when they perceive processes and procedures as being fair. To ascertain that procedural justice is enhanced in a public sector organisation, decision-makers should adhere to the following guidelines:

Firstly, bias should be avoided in decision making. Decision-makers should disregard personal interests during the resource allocation process (Cohen-

Charash & Spector, 2001). According to Cristofaro (2017), bias can be avoided by identifying deficiencies and errors in the procedures and eliminating them. This way decisions are made in such a way that they are not biased towards a certain group or individuals but are relevant and acceptable to everyone. Since procedural justice is influenced by the policies, processes and systems of an entity, it is necessary for management to employ good work relationships, trust and autonomy within their work departments (Jenkins & Neal, 2023).

Secondly, the process should be consistently applied. Allocation procedures should be consistent across persons and overtime. Decisions should apply to everyone and in similar situations and not be changed to suit certain individuals. It has been argued that when employees encounter inconsistency in processes and procedures, they consider the organisations' systems as unfair hence procedural injustice (Colquitt et al., 2013).

Thirdly, decision should be based on accurate and correct information. According to Baldwin (2006), it should be proven that the information used to formulate and justify decisions is correct and valid. For example, thorough assessments and evaluations should be made on rumours arising in the organisation and human resource policies analysed before a final decision is quoted and validated for implementation.

Fourthly, incorrect decisions should be rectified. As procedural justice is influenced by fairness and what individuals and entities consider to be the right procedure, incorrect and unfair decisions should be changed. According to Cohen-Charash and Spector (2001), unfair decisions should be recognised and corrected. In a public sector organisation, these decisions relate to grievance or appeal procedures. It is not prudent to implement a wrong procedure because it causes employees to be detached from the organisation as they feel the procedures being followed are dangerous and inconsiderate. Cropanzano et al. (2007) argued that employees sometimes embrace outcome decisions not because they accept them but because they believe a fair and correct procedure has been followed.

Fifthly, decisions should be representative of all the various groups of people in the organisation. This means that every unit or class of employees should be represented (Baldwin, 2006). This would mean, for example, when a decision is made on non-payment of manpower development leave days; non-interested members and those interested should be involved in that decision. According to Weller (2009), the involvement of employees in discussions regarding decisions balances the power between them and their employers. In the same vein, Feldman and Tyler (2011) retained that those employees who are allowed to present their concerns regarding decisions that affect their workplace be supportive of those decisions. Thus, employees will feel that they are valued and involved in changes that impact on them (Coetzee, 2005).

Sixthly, decision-makers should make sure that decisions are made in a moral and ethical manner. A fair process is applied with consistency, free of bias, accurate, representative of all parties involved, correctable and adhering to moral and ethical standards (Snyman, 2021).

Employees consider processes and procedures to be fair when they have the opportunity to voice their concerns prior to decision-making and resource allocation (Baldwin, 2006). Procedural justice is concerned with whether the mechanisms followed in making procedural decisions when allocating rewards (Thibaut & Walker, 1975) are fair (Colquitt, 2001). It can be summarised that procedural justice refers to the fairness of procedures followed in an organisation (Colquitt, 2001).

3.2.3 Interpersonal justice and informational justice

Interpersonal justice refers to the perceived fairness of interpersonal treatment employed within organisations to determine outcomes (Ledimo, 2015; Suifan, 2019). Interpersonal justice describes the interactive treatment of employees within the organisation especially whether they are handled with dignity, politeness and respect (Malik et al., 2021). Informational justice refers to the quality of information that is shared with employees, i.e., in terms of providing sufficient clarifications and grounds for decisions made by management (Malik et al., 2021).

Bies and Moag (1986) introduced a four-criteria system for evaluating interactional justice namely, respect (courtesy), propriety (lack of detrimental declarations or inappropriate comments), truthfulness (openness and lack of dishonesty) and justification (in relation to clarifying a verdict). Fair interpersonal treatment and information sharing have been found to be related to a variety of work behaviours, including organisational commitment (Tetteh et al., 2019), hence the discussion of organisational commitment in Chapter 2.

To ensure that interpersonal justice is achieved in the public sector organisation, managers and supervisors should spearhead the conformity of the following guidelines:

Firstly, employees evaluate their judgements based on respect received (Liang & Xu, 2020). This implies that employees should be treated with respect and value. Respectful treatment should be applied regardless of age, gender, personal background or position. Every employee deserves respect. It was found that employees who are treated with respect reciprocate by committing themselves to achieving organisational set targets (Jawaad et al., 2019).

Secondly, employees will evaluate their judgements based on whether they are treated with dignity. Dignity entails that the treatment between employee and supervisor should be of high esteem as employees will respond with high compliance to the authority (Liang & Li, 2019). According to Ghasi et al. (2020), offensive decrees, dishonesty, obnoxious engagements, public criticism and intimidation result in a low perception of interpersonal justice. This means that when managers or supervisors engage in unethical trends when dealing with employees, they derail and suppress their level of interpersonal justice.

Thirdly, employees evaluate their judgements based on whether they have been treated with politeness (Colquitt, 2001). Fourthly, employees evaluate their judgements based on proper remarks made by the supervisor (Colquitt, 2001). This means that when an authority figure comments improperly, injustice occurs. Therefore, it is important that supervisors refrain from using improper remarks in their interpersonal relationships with employees to avoid negative perceptions.

For informational justice to be perceived at the workplace, clear and proper explanations are needed, communication should be timeous and tailored towards individuals' specific needs, procedures should be thoroughly explained and the authority figure disseminating the message should be candid (Colquitt, 2001). It has been found that when clarity, transparency, and accuracy are established in the distribution of information, employees feel that they are trusted and therefore become loyal to the supervisor (Leelamanothum et al., 2018). This results in the employee being loyal to the organisation. For example, if the performance appraisal system in the public sector is regarded as an accurate measurement, there will be a high level of informational justice.

Research (Akram et al., 2018) shows that interpersonal and informational justice have supervisor-level effects. When compared with distributive justice and procedural justice, it is a better predictor of behaviours in the work environment. For instance, it better predicts supervisory trust and commitment, and supervisor assessment (Kaul & Singh, 2017; Friday & Ugwu, 2019; Suifan, 2019). Therefore, it can be argued that if positive interpersonal justice and informational justice are perceived in an organisation it will result in a high level of organisational commitment. Although the relationship between interpersonal justice, informational justice and organisational commitment has been established in Western countries, there is a need to investigate it in an African context such as in a Zimbabwean public sector organisation, because of a difference in cultural and organisational settings.

3.3 VARIABLES OF RELEVANCE TO ORGANISATIONAL JUSTICE IN THE CURRENT RESEARCH

Research also shows that individuals hold diverse characteristics which have an impact on how they evaluate justice information and how much it influences their attitudes and behaviours at work (Lee & Raschke, 2018). For this reason, significant differences between age and gender characteristics and the constructs of relevance of the research are also considered. Age and gender are variables of relevance that influence organisational justice perceptions amongst employees in

an organisation. Examples of how these variables (age and gender) influence perceptions of justice are briefly discussed in the following section.

3.3.1 Gender

According to Deepak (2021), males and females were found to respond differently to the rule of equity. Whilst males were concerned about their self-interests in reward allocation, females were concerned about ensuring the welfare of all group members (Cohen-Charash & Spector, 2001). The perception of procedural justice was also found to be diverse in different demographical groups. Females were found to be more interested in procedures that reflect outcomes than males (Olowookere et al., 2020). This shows that the level of procedural justice among individuals of different gender in dissimilar and has to be examined.

3.3.2 Age

According to the findings by Ghasi et al. (2020), distributive justice perceptions as related to salaries and benefits differed across different age groups. Therefore, it can be argued that employees from different age groups perceive distributive justice differently in terms of the rewards and incentives that they receive from the organisation for their contribution.

From the above discussion, it can be construed that employees' perceptions of organisational justice may differ among individuals of different ages and genders. This study aims to consider significant differences as it pertains to age and gender and the constructs of relevance to the research.

3.4 IMPLICATIONS FOR ORGANISATIONAL JUSTICE IN A ZIMBABWEAN PUBLIC SECTOR CONTEXT

From the literature reviewed, it was found that organisational justice (distributive justice, procedural justice, interpersonal justice and informational justice) influences organisational commitment in employees (Colquitt et al., 2017; Kaul & Singh, 2017; Steinfeld, 2017; Friday & Ugwu, 2019; Ghasi et al., 2020; Snyman, 2021).

Organisations should consider the effect of perceptions of justice on their employees' level of commitment as this influences the performance and profitability of an organisation (Suifan, 2019). According to Jannah and Putrawan (2018), for employees to stay committed, content and devoted to the organisation; the organisation must be fair in its distributive, procedural, interpersonal and informational justice. It has been found that organisations with a committed workforce accomplish their long-term goals (Ghimire, 2020). Therefore, future research should be tailored to help practitioners and researchers understand this construct from a wider scope.

There has been a challenge in the public sector in Zimbabwe where certain rules and processes apply only to junior staff whereas senior staff is treated differently (Chigudu, 2020). It was reported that senior managers were awarding themselves hefty salaries, allowances and benefits whilst there was poor service delivery and a disgraceful state of employee welfare (Chigudu, 2020). Against this background, employees questioned the procedural fairness of the process employed in the resource allocation decisions. Such behaviour is counterproductive to perceptions of procedural justice. To be effective, public-sector management should take into consideration the consistency of their procedural decision-making processes. Currently, the public sector top management in Zimbabwe is responsible for making outcome decisions without employees taking a participative role (Mapuranga, 2022). Consequently, employees perceive those decisions to be unfair as they feel their ideas were not incorporated (Knezović & Smajić, 2022). Decisions made in the public sector should be governed by a set of policies, rules and regulations to ensure that employees perceive the decisions made on policies, rules and regulations as moral and ethical; if not, they will classify it as a fairness violation (Jensen & Conlon, 2005).

3.4.1 Distributive justice and organisational commitment

Research shows that fairness in the allocation of rewards and payments results in increased commitment of employees towards the organisation (Rahman & Som, 2023). This view is supported by Jjahjono et al. (2019), who postulated that administrative decisions related to distributions of gains like remuneration increase

employee commitment (affective commitment, continuance commitment and normative commitment). It is suggested that fair distribution measures be put in place for the allocation of rewards, promotions and benefits as this will give rise to a committed workforce. It can be argued that a committed workforce can foster higher productivity and competitiveness.

3.4.2 Procedural justice and organisational commitment

A positive relation was established between procedural justice and organisational commitment (Wojciechowska-Dziecielak et al., 2021). Higher perceptions of procedural fairness regarding the tools, and mechanisms employed in the allocation of gains in workplaces increased employees' commitment (affective commitment, continuance commitment and normative commitment) to their organisations (Mulgund, 2022). It can be argued that; handling employees fairly positively influences their level of commitment towards the organisation. Public sector organisations must put in place distributive, procedural and interactional justice measures when implementing their organisational commitment strategies.

3.4.3 Interpersonal justice and organisational commitment

Interpersonal justice is defined as the way in which the organisation interacts with its employees (Colquitt et al., 2017). There is a link between interpersonal justice and organisational commitment (affective commitment, continuance commitment and normative commitment) (Wojciechowska-Dziecielak et al., 2021). Promotions and any other benefits within the company have to be done without bias in order to promote maximum commitment of employees. Public sector management has to ensure that there is fair interpersonal justice in the organisation for the achievement of goals. Also, it was revealed that the higher the support from the supervisor, the higher the level of organisational commitment (Snyman, 2021). Interpersonal justice breeds commitment, which in turn impacts the level of performance and productivity (Leineweber et al., 2020).

3.4.4 Informational justice and organisational commitment

Informational justice refers to how proper and clear communication is made on processes and procedures followed in making distribution decisions (Colquitt et al., 2017). Informational justice has been found to influence employees' affective, normative and continuance commitment levels in an organisation (Wojciechowska-Dziecielak et al., 2021). Therefore, proper informational decisions and channels should be implemented to maintain a committed workforce in the public sector organisation. If unfairness in information regarding procedures is applied this will lead to organisational failure as employees' level of organisational commitment (affective commitment, continuance commitment and normative commitment) will be reduced (Malik et al., 2021).

From the above discussions, it can be understood that to maintain a fair working employment environment, manage conflict and improve the employment relationships in the public sector organisation; fair HR practices should be implemented, and unfair practices avoided. This will create a positive environment where employees become more engaged and believe in the organisation for future investments.

3.5 EVALUATION AND SYNTHESIS

The public sector organisation has been facing challenges with regard to retaining motivated and committed employees (Chikukwa, 2017). There is therefore a need for intensive research in a public sector organisation. Numerous research has been carried out between organisational justice and organisational commitment (see for instance Colquitt, 2001; Rahman & Som, 2023; Ari and Caglayan, 2017; Colquitt et al., 2017; Jameel et al., 2020; Leineweber et al., 2020; Snyman, 2021). Nevertheless, to the knowledge of the researcher, none of these studies investigated the relationship dynamics between the constructs of organisational justice (distributive justice, procedural justice, interpersonal justice and informational justice) and organisational commitment (affective commitment, continuance commitment and normative commitment) in a public sector organisation in Zimbabwe, in a single study.

Studies have revealed a strong correlation between employees' perceptions of fairness and organisational commitment (Jameel et al., 2020; Leineweber et al., 2020; Snyman, 2021; Rahman & Som, 2023). When employees perceive that their organisations are treating them fairly, they become committed and stay with the organisation (Snyman, 2021). However, when they feel that they are unfairly treated, they tend to leave (Steinfeld, 2017). Therefore, employees' commitment has been attached to their perception of organisational justice in the organisation.

Moreover, research studies showed that age and gender have an influence on employees' perceptions of organisational justice as well as their commitment levels (Court, 2022). Therefore, these demographics need to be taken into consideration when an organisational commitment model is constructed.

3.6 CHAPTER SUMMARY

The second literature research aim was addressed in this chapter, namely, to conceptualise and explain organisational justice (distributive justice, procedural justice, interpersonal justice and informational justice) in a Zimbabwean public sector organisation. The chapter focused on organisational justice in a public sector organisation. Literature related to the construct was reviewed and analysed leading to the generation of conclusions on the concept. Theories and models of organisational justice, its development and consequences in various organisations were reviewed. The theory and model relevant to the study and measuring instrument were chosen. The chapter concluded with the implications of organisational justice on organisational commitment, valid discussions were made in the evaluation and synthesis giving core conclusions on the relationship between organisational justice and organisational commitment.

Chapter 4 focuses on the construction of a theoretical model for organisational commitment in the Zimbabwean public sector organisation.

CHAPTER 4: THEORETICAL INTEGRATION

This chapter provides a theoretical integration of the literature review. It is focused on explaining the context of the study, the overarching theoretical lens used to describe the relationship dynamics between the constructs. Moreover, the research hypothesis that is relevant to the empirical aims of the research is outlined. The chapter concludes with a discussion of the elements of the integrated theoretical organisational commitment model for organisational justice in a public sector context and the implications for practice.

4.1 ORGANISATIONAL JUSTICE: A SUMMARY OF THE LITERATURE REVIEW

Organisations that value their employees' commitment, supervisory and organisational commitment embrace quite a number of benefits like; improved service delivery, productivity, satisfaction, high performance and competitiveness and extensive employment relations (Friday & Ugwu, 2019). These assessments were grounded on the organisational justice theory that hypothesises the employment relationship at the workplace as being fair between an employer and employee when equity is reached (Blau, 2017). These are the lens that founded the theoretical framework analysing the relationship dynamics between organisational justice perspectives and organisational commitment.

According to the organisational justice theory, employees' perception of fairness is determined by the interaction between the working environment, the supervisor and the organisation as a whole (Akram et al., 2020). The experiences employees have within the workplace context determine the fairness and unfairness of the organisational processes and policies and hence affect the way employees perceive justice (Adamovic, 2023). Therefore, it can be argued that feelings, thoughts and perceptions employees have towards their supervisors, management, workmates and the overall workplace determine their perceptions. This explains the formation of employee perceptions (distributive, procedural, interpersonal justice and informational justice) and their consequent behaviours (affective, normative and continuance commitment) that are psychologically

engineered from these relations. In this research, employees' perceptions about the constructs of relevance are studied and analysed in the context of a Zimbabwean public sector organisation.

4.1.1 Distributive justice

Distributive justice considers the way the distributions of outcomes and resources are handled in an organisation (Wiseman & Stillwell, 2022). Distributive fairness results in positive behaviour (Paterson, 2017), whilst distributive unfairness breeds negative behaviour (Tillman et al., 2018). From the literature review it was found that as employees experience fairness in the way resources and outcomes are distributed, they become more attached to the organisation (Wiseman & Stillwell, 2022). A fair environment gives them room to go the extra mile in their duties to ensure that productivity and profitability are achieved (Lee & Raschke, 2018). Distributive fairness increases the levels of employees' organisational commitment (Peng et al., 2020).

Distributive justice constitutes three distribution rules, but Adams (1965) emphasised the equity principle as the criteria to measure distributive fairness (Adams, 1965). It was discovered that distributive justice is directly related to individual outcomes in the organisational context like; job satisfaction, pay satisfaction and employee commitment (Wiseman & Stillwell, 2022). Also, distributive justice is an outcome-oriented type of justice that evaluates distribution decisions in relation to the outcomes received against the inputs (Bala Subramanian et al., 2022).

4.1.2 Procedural justice

Procedural justice refers to organisational fairness that is concerned with the policies, processes and mechanisms that are used in reaching decisions (Colquitt, 2001). Employees prefer voicing their needs and opinions in general, but also regarding the decision-making processes in the organisation (Mapuranga, 2022). Having the opportunity to share their views and opinions in the decision-making process, employees feel recognised in the organisation (Knezović & Smajić, 2022). An employee having a voice has a positive effect on procedural fairness

judgements as they feel empowered and part of the control panel in the organisation (Pattnaik & Tripathy, 2019). It can be argued that employees' involvement ensures a better standing to know that they have an input in the decision-making. Leventhal et al. (1980) procedural justification rules were found to be the best criterion to determine procedural fairness (Deepak, 2021). These criteria include bias suppression, morality and ethicality, consistency, accuracy, correctability and representativeness (Omar et al., 2018; Friday & Ugwu, 2019).

4.1.3 Interpersonal justice and Informational justice

Interpersonal justice and informational justice are centred on the employee-supervisor relationship (Deepak, 2021). Interpersonal justice is mainly concerned with the relationships that takes place in an organisation between an individual employee and his/her supervisor. When the interpersonal relationship between the employee and supervisor is strong, interpersonal justice is achieved in the workplace (Robbins & Judge, 2018). However, when there is a low level of interpersonal connection between the individual and the supervisor, interpersonal injustice occurs (Afzali et al., 2017). When there is fairness in the informational relations between the employee and supervisor, informational justice is perceived. However, when informational relationship is low between the supervisor and the employee, informational injustice is perceived (Zainuddin & Isa, 2019).

Interpersonal justice has supervisor-level effects. Organisations rely on supervisors in interpersonal relationships as they are the ones who have direct interaction with the employees (Malik et al., 2021). It can be argued that if the supervisor fails to provide a loyal, respectful, truthful and candid environment for the employee then it negatively affects the organisation. When an employee perceives interactional justice towards the supervisor, the same perception will be given to the organisation.

4.2 ORGANISATIONAL COMMITMENT: A SUMMARY OF THE LITERATURE REVIEW

Organisational commitment is a behavioural outcome that manifests in the workplace and is affected by a number of factors in the world of work (D'souza &

Poojary, 2018). Theoretically, Meyer and Allen (1997) classified it as having three dimensions, namely an affective, normative and continuance commitment dimension. Affective commitment refers to employees' dedication, acceptance of the goals and objectives of the organisation, and ultimately accomplishing the set targets for organisational success (Khan et al., 2021). Continuance commitment is termed as employees' eagerness to exert considerable effort for the organisation based on benefits and costs attached to their involvement (Nahak & Ellitan, 2022). Normative commitment entails employees' desire to remain with the organisation due to the feeling of obligation (Nagpal, 2022). With its major facets, organisational commitment is relevant in the public sector to promote higher productivity, profitability and ultimate success of the organisation.

4.3 ZIMBABWEAN PUBLIC SECTOR: A SUMMARY OF THE LITERATURE REVIEW

The public sector of Zimbabwe provides goods and services to the population through public institutions (Jachi et al., 2019). The public sector's human resource capital forms part of the Zimbabwean economy (Chiwere et al., 2022). Currently, the public sector of Zimbabwe is performing below expectations as a result of poorly motivated and uncommitted employees who fail to fulfil the objectives of the population (Chiwere et al., 2022).

From the literature, it was found that the public sector organisation in Zimbabwe is suffering from low commitment levels emanating from inequities and injustices in the allocation of resources (Gcaza et al., 2018). The public sector organisations in Zimbabwe can make use of distributive justice measures to motivate and inspire their workers to perform (Ćulibrk et al., 2018). They should ensure that those who perform higher are rewarded according to what they contribute, i.e., equitable to their efforts, time and experience (Swanepoel et al., 2012). Likewise, low performers should be rewarded according to their contributions for the distribution standards to be substantively fair (Colak & Erdost, 2004). If that is not observed, employees will perceive the distributions of outcomes as unfair and hence resort to withdrawal behaviours of theft and aggression which will suppress the attainment of organisational goals (Erdoğdu, 2018). However, perceived

distributive fairness results in job satisfaction, organisational commitment and performance (Erdoğdu, 2018). Organisations must observe and address the distributive measures that stimulate their employees towards a positive organisational perceptiveness (Ledimo, 2015).

Policies and processes used in the public sector of Zimbabwe are not well prescribed and strictly adhered to (Chinyerere, 2016). It can be argued that employees in an organisation cannot identify and involve themselves with an organisation that does not follow a prescribed and fair procedure. According to research, procedural justice is a predictor of organisational outcomes like organisational commitment (Ghimire, 2020). Therefore, public sector organisations must ensure that they promote activities that support procedural fairness which will consequently increase employee commitment towards the organisation. Nowadays, organisations cannot function successfully without committed employees. Friday and Ugwu (2019), remarks that commitment is a bond that influences the employee towards a certain course of action to the accomplishment of set targets in an organisation.

4.3.1 Conclusion

The dire state of the Zimbabwean public sector necessitates changes. This research study will contribute on the knowledge about the public sector in Zimbabwe.

4.4 THEORETICAL FRAMEWORK OF THE RESEARCH

The theory that supports the current study (the relationship dynamics between organisational justice and organisational commitment) is the social exchange theory (Homans, 1961; Blau, 1964) as an overarching theoretical lens for studying the relationship between the constructs. According to the social exchange theory, Homans (1961) hypothesises that everything that occurs in social groups can be explained by propositions about individuals as individuals in conjunction with the situation or context in which they will be interacting (Chernyak-Hai & Rabenu, 2018).

The organisational justice model and the exchange theory propose that employees compare their efforts towards their commitments and what they receive. If what they receive is perceived to be unjust and unequal, it results in negative behaviours that deter the exchange relationship. Similarly, the model of organisational commitment is intertwined with the social exchange theory. They are all based on the premise that both employees and employers are equal parties to the employment relationship. Therefore, a positive action by the employer results in a positive attitude (commitment) towards the organisation (Lee & Kim, 2021).

The Social exchange theory has the following propositions that manifest in the work context:

According to proposition 1 of the social exchange theory (Enayat et al., 2022), the success proposition, behaviour that engenders positive outcomes is likely to be reiterated (Chernyak-Hai & Rabenu, 2018). Behaviour is a trait that can ensure organisations establish perspectives that motivate employees, improve their performance and build strong relationships with their employees (Kumarasinghe, 2021). For certain behaviours to be dominant, a certain environment has to be maintained. For the benefit of this study, positive behaviour has to be brewed towards fostering organisational commitment in the public sector and this can be achieved by providing a fair work environment within the workplace through the distribution of outcomes, processes, policies and procedures, and interpersonal and informational relationships. When employees discover that they are rewarded for their efforts in an organisation, they continue to display those behaviours that lead to the success of the organisation. This reveals the reciprocity of the employment relationship between the employer and the employee. In this relationship, the employer fulfils the role of producing higher results and the employer rewards the employee for hard work.

According to proposition 2 of the social exchange theory (Enayat et al., 2022), the stimulus proposition, behaviour that has been rewarded in certain events in the past will be implemented in similar instances (Cook et al., 2013). This means that if in the past the incident of a particular stimulus has been the moment when an individual is compensated, when the same stimuli occur presently, there is a

possibility that an individual will perform the same way as before. When employees attach certain behaviour to a specific performance, they tend to do it again under similar circumstances because they are anticipating that the same reward will result.

The value proposition, the third proposition of the social exchange theory (Enayat et al., 2022), specifies that the more valuable the result of an action is to an actor; the more likely that action is to be performed. In relation to the workplace context, this could mean the way employees are valued in relation to their efforts. This value will be measured according to the rewards received versus the inputs of the employee (efforts, education, time, skills). It can be argued that employees weigh the rewards received against their efforts and come out with a conclusion as to whether the organisation value them for the effort exerted or not.

The fourth proposition of the social exchange theory (Enayat et al., 2022), the deprivation-satiation proposition, qualifies the stimulus proposition in general introducing the diminishing marginal utility; the more often a person has recently received a certain reward, for an action, the less valuable is an addition reward for that action. When an employee has been awarded for a certain behaviour or achievement before, if that action occurs again, they attach less value to it than before.

The fifth proposition of the social exchange theory (Enayat et al., 2022), specifies when individuals react emotionally to different reward situations. Individuals become aggressive when they receive rewards they don't expect. This proposition takes us to the effects that rewards have on the behaviour of employees in an organisation (Colak & Erdost, 2004). It has been found that this behaviour results in attractiveness which can be explained in the form of; interpersonal attraction, liking for, or commitment to, the group task, and group status (Colak & Erdost, 2004). This means employees in the public sector will either have one or more of these attractions towards the organisation depending on their emotional attachment.

However, Blau (2017), focused primarily on the reciprocal exchange of extrinsic benefits the nature of interactions and the arising social structures that this interaction produced. He believes that social exchange promotes feelings of obligation that cause individuals to exchange benefits such as consideration and loyalty (De Dieu, 2019). According to De Dieu (2019), individuals in a social exchange relationship are concerned with striking an equilibrium between their contribution and what they receive so that they do not feel indebted to each other. The social exchange theory facilitates a feeling of positivity to favourable treatment from others. The standards of mutuality between parties generate a certain level of moral obligation for a beneficial exchange between parties (Lee & Kim, 2021). The type of standard was found to be centred on two principles which are: (i) individuals should help those who helped them; (ii) individuals should not hurt those who helped them. This standard is relevant in the field of the current study.

In the public sector context, employees are concerned with upholding a state of equity between what they contribute and what they receive so that they don't feel indebted to the other party (Lee & Kim, 2021). It can be argued that in the exchange relationship equilibrium should be maintained so that no one is left owing the other party. Therefore, the level of organisational commitment for the public sector employee will be based on his/her perception of what his/her organisation considers him/her for the work executed. The theory sheds light as to why other employees are committed to achieving organisational objectives whilst others are not. Therefore, the theory should avail reasons for certain attitudes among civil servants working in the public sector.

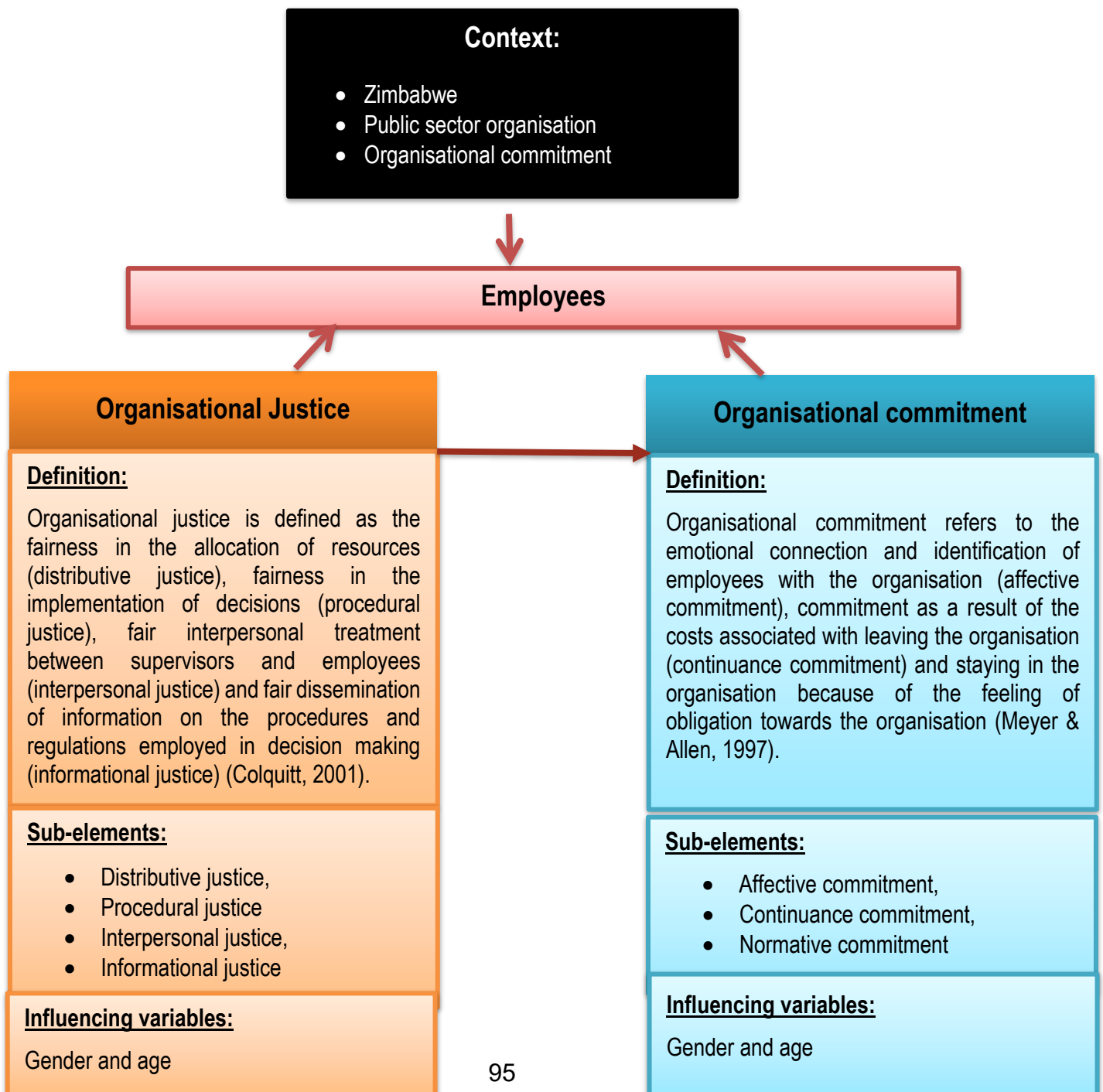
4.5 CONCLUSION

The theoretical evidence provided above provides the foundation for the current study that focuses on confirming the existence of a relationship between employees' organisational justice (distributive justice, procedural justice, interpersonal justice and informational justice) perceptions and their organisational commitment (affective commitment, continuance commitment and normative commitment) within a Zimbabwean public sector organisation. Figure 4.1 depicts the overall conceptual and hypothesised relationship between organisational

justice (distributive justice, procedural justice, interpersonal justice and informational justice) and organisational commitment (affective commitment, continuance commitment and normative commitment).

Figure 4.1

Overarching conceptual model between organisational justice and organisational commitment



With this reference, the study endeavoured to unveil the relationship dynamics between organisational justice (distributive, procedural and interactional justice) and organisational commitment (affective, normative and continuance commitment) in a public sector organisation. This leads us to the next section where the hypothesis is formulated.

4.6 HYPOTHETICAL RELATIONSHIPS BETWEEN THE CONSTRUCTS

Based on the literature review, the research hypotheses formulated for this study are set out in the section below:

4.6.1 Hypothetical relationship between organisational justice, organisational commitment and some biographics

Research hypothesis H1: There are statistically significant relationships between organisational justice (distributive justice, procedural justice, interpersonal justice and informational justice), organisational commitment (affective commitment, normative commitment and continuance commitment), and the sociodemographic characteristics of age and gender in a sample of respondents within a Zimbabwean public sector organisation.

This hypothesis relates to empirical research aim 1, which investigates the nature of the statistical inter-relationships between organisational justice (distributive justice, procedural justice, interpersonal justice and informational justice), organisational commitment (affective commitment, normative commitment and continuance commitment) and the sociodemographic characteristics of age and gender in a sample of respondents within a Zimbabwean public sector organisation.

To answer the research hypothesis 1 (H1), the following sub-hypotheses were formulated:

H1(a) There is a significant statistical relationship between distributive justice and organisational commitment (affective commitment, normative commitment and continuance commitment) as manifested in the sample of respondents employed in a Zimbabwean public sector organisation.

H1(b) There is a significant statistical relationship between procedural justice and organisational commitment (affective commitment, normative commitment and continuance commitment) as manifested in the sample of respondents employed in a Zimbabwean public sector organisation.

H1(c) There is a significant statistical relationship between interpersonal justice and organisational commitment (affective commitment, normative commitment and continuance commitment) as manifested in the sample of respondents employed in a Zimbabwean public sector organisation.

H1(d) There is a significant statistical relationship between informational justice and organisational commitment (affective commitment, normative commitment and continuance commitment) as manifested in the sample of respondents employed in a Zimbabwean public sector organisation.

H1(e) Age significantly predicts organisational commitment (affective commitment, normative commitment and continuance commitment) as manifested in the sample of respondents employed in a Zimbabwean public sector organisation.

H1(f) There is a significant relationship between gender and organisational commitment (affective commitment, normative commitment and continuance commitment) as manifested in the sample of respondents employed in a Zimbabwean public sector organisation.

H1(g) Age significantly predicts organisational justice (distributive justice, procedural justice, interpersonal justice and informational justice) as manifested in the sample of respondents employed in a Zimbabwean public sector organisation.

H1(h) There is a significant relationship between gender and organisational justice (distributive justice, procedural justice, interpersonal justice and informational justice) as manifested in the sample of respondents employed in a Zimbabwean public sector organisation.

The above sub-hypotheses will be explained in the section below.

4.6.1.1 Hypothetical relationship between distributive justice and organisational commitment

Building on the equity theory (Adams, 1965), it is anticipated that distributive justice would significantly influence employees' level of commitment. When employees receive outcomes (for example, promotions, pay, increments and bonuses) that they deem proportional to their inputs (for example, education, experience and efforts), they become satisfied and content with their job and feel emotionally attached to the organisation (Colak & Erdost, 2004). Employees who are highly committed are those who believe that there is fairness in the way outcomes and decisions are distributed in their organisation (Baldwin, 2006). A number of studies have suggested a relationship between distributive justice and organisational commitment (affective commitment, normative commitment and continuance commitment) (Colak & Erdost, 2004; Akanbi & Ofoegbu, 2013; Kaul and Singh, 2017; Friday & Ugwu, 2019).

Hence, the current study hypothesised that there is a significant relationship between distributive justice and organisational commitment (affective commitment, normative commitment and continuance commitment): H1(a):

There is a significant relationship between distributive justice and organisational commitment (affective commitment, normative commitment and continuance commitment) as manifested in the sample of respondents employed in a Zimbabwean public sector organisation.

The knowledge gained from studying the relationship between distributive justice and organisational commitment (affective commitment, normative commitment and continuance commitment) may contribute to the extant literature and will contribute to the interventions aimed at reducing unfairness and increasing organisational commitment, thereby contributing to a healthy and sustainable working environment.

4.6.1.2 Hypothetical relationship between procedural justice and organisational commitment

The study hypothesised that there is a significant relationship between procedural justice and organisational commitment (affective commitment, normative commitment and continuance commitment). It was predicted that procedural justice would significantly influence organisational commitment (affective commitment, normative commitment and continuance commitment). This is based on the premise that when employees perceive a procedure as fair, they are more satisfied with the outcome, whether it is favourable or not. This is supported by the allocation theory (Leventhal et al, 1980) which also assumes that a certain rule should be followed to ensure that a procedure is fair. It was expected that if these rules are followed then there is procedural fairness. It was further predicted that employees' positive perception of procedural fairness results in them being more committed to the organisation (Colak & Erdost, 2004). In terms of organisational commitment, it was believed that employees who are committed to the organisation are those who perceive procedures to be fair (Baldwin, 2006). Extant literature supports the link between procedural justice and organisational commitment (Cohen-Charash & Spector, 2001; Colak and Erdost, 2004; Baldwin, 2006; Kaul & Singh, 2017; Friday & Ugwu, 2019).

Hence, the current study hypothesised that there is a significant relationship between procedural justice and organisational commitment (affective commitment, normative commitment and continuance commitment): H1(b) was formulated as follows:

H1(b): There is a significant relationship between procedural justice and organisational commitment (affective commitment, normative commitment and continuance commitment) as manifested in the sample of respondents employed in a Zimbabwean public sector organisation.

The knowledge gained from studying the relationship between procedural justice and organisational commitment (affective commitment, normative commitment and continuance), may add to the current body of knowledge by emphasising the

essence of following a fair procedure in making decisions. This assists in cultivating an attitude of organisational commitment and success. Also, it will help decision-makers to verify and check which of the procedural rules to apply to create a fair environment when they come across a reaction to injustice. Moreover, this knowledge will promote a high level of commitment among employees.

4.6.1.3 Hypothetical relationship between interpersonal justice and organisational commitment (affective commitment, normative commitment and continuance commitment)

There is a significant relationship between interpersonal justice and organisational commitment (affective commitment, normative commitment and continuance commitment) (Leineweber et al., 2020). Negative reactions have been predicted among employees who perceive interpersonal injustice from their supervisors. Hence, employees become dissatisfied with their supervisors (Baldwin, 2006). Similarly, employees would become less committed to their supervisors (Colak & Edorst, 2004). As the supervisor would be connected to a certain organisation, the level of commitment from those employees towards their supervisors would affect the organisation. It was found that employees commit to organisations whose supervisors treat them with respect and dignity and also share truthful and accurate information about decisions (Leineweber et al., 2020).

Hence, the current study hypothesised that there is a significant relationship between interpersonal justice and organisational commitment (affective commitment, normative commitment and continuance commitment). H1 (c) was formulated as follows:

H1(c): There is a significant relationship between interpersonal justice and organisational commitment (affective commitment, normative commitment and continuance commitment) as manifested in the sample of respondents employed in a Zimbabwean public sector organisation.

The knowledge gained in studying the relationship between interpersonal justice, informational justice and organisational commitment will increase the current literature on the constructs. It will also add value in the human resource

management field by clarifying the interpersonal relationships that need to be maintained in organisations to ensure interactional fairness and to create commitment among employees. This would also inform management to be observant of the fairness guidelines to remain prosperous and sustain a competitive edge in the business environment. It will also help them suppress those actions that trigger injustice and improve those areas that facilitate fairness, hence supporting commitment.

4.6.1.4 Hypothetical relationship between informational justice and organisational commitment (affective commitment, normative commitment, and continuance commitment)

According to Adeniran & Oshineye (2022), there is a significant relationship between informational justice and organisational commitment. This stance is also supported by Malik, Hussain & Ahmad (2023) who posits that informational justice has a positive significant relationship with organisational commitment. Hence, the current study hypothesized that;

H1(d) There is a significant relationship between informational justice and organisational commitment (affective commitment, normative commitment and continuance commitment) as manifested in the sample of respondents employed in a Zimbabwean public sector organisation.

The knowledge gained in investigating the relationship between the two constructs will add value to the current available literature. It will also equip Human Resource managers on how to deal with their employees in sharing their information about the processes and procedures employed in their organisational so as to elevate employees' commitment levels.

4.6.1.5 Hypothetical relationship between age and organisational commitment (affective commitment, normative commitment, and continuance commitment)

Studies were carried out on the relationship between organisational commitment and age. It was found that age predicts organisational commitment (Malik, 2018) However, another research suggested that age directly predicted affective commitment and normative commitment (Onuoha & Idemudia, 2020). From the literature above although age was said to predict certain types of organisational commitment, the other scholar declared that age influenced organisational commitment as a whole. Hence, the following research hypothesis was formulated.

H1(e) Age significantly predicts organisational commitment (affective commitment, normative commitment, and continuance commitment) as manifested in the sample of respondents employed in a Zimbabwean public sector organisation.

Knowledge from the research will add value to the existing literature on age and organisational commitment. This will also assist in the development of proper procedures by management regarding employees of different age groups to facilitate organisational commitment.

4.6.1.6 Hypothetical relationship between gender and organisational commitment (affective commitment, normative commitment, and continuance commitment)

There are inconclusive results on gender and its relationship with organisational commitment. Some researchers allude that men are more committed to the organisation than women (Matagi et al., 2020) whilst others believe that women are more committed to the organisation than men (Bakotić, 2022). With this literature the following research hypothesis was formulated;

H1(f) There is a significant relationship between gender and organisational commitment (affective commitment, normative commitment, and continuance commitment) as manifested in the sample of respondents employed in a Zimbabwean public sector organisation.

The information will increase knowledge on the strength of the relationship between gender and organisational commitment. This will inform the Human Resources on how to apply their strategies concerning the maintenance of organisational commitment as regards to gender.

4.6.1.7 Hypothetical relationship between age and organisational justice (distributive justice, procedural justice, interpersonal justice and informational justice).

Age was revealed to influence organisational justice (Monged et al., 2019). This means that; as employees age, there is also a change in the way they perceive fairness in the organisation. From this finding, the following hypothesis was formulated.

H1(g) Age significantly predicts organisational justice (distributive justice, procedural justice, interpersonal justice, and informational justice) as manifested in the sample of respondents employed in a Zimbabwean public sector organisation.

The information derived from the literature will inform organisations on the predictive value of age on perceptions of organisational justice. This will help in the formulation of proper organisational strategies as regard to age for the betterment of the organisation.

4.6.1.8 Hypothetical relationship between gender and organisational justice (distributive justice, procedural justice, interpersonal justice, and informational justice)

Research carried out between gender and organisational justice revealed that men are more worried about what they get from the efforts they contribute towards their work (distributive justice) as compared to women (Cohen-Charash & Spector, 2001). However, it was also found that females were more concerned about the way processes used to reach decisions (procedural justice) on distribution outcomes are handled and how the information is disseminated among the

employees (Olowookere et al., 2020). It was also found that men also differed in their perceptions as to what contribute to fairness (Deepak, 2021).

Hence, the following hypothesis was formulated:

H1(h) There is a significant relationship between gender and organisational justice (distributive justice, procedural justice, interpersonal justice, and informational justice) as manifested in the sample of respondents employed in a Zimbabwean public sector organisation.

Knowledge from this study, will inform organisations on the direction of the relationship between gender and organisational justice and therefore assist in the adaptation of organisational justice strategies to fulfil organisational goals.

4.6.2 Hypothetical relationship of organisational justice (distributive justice, procedural justice, interpersonal justice, and informational justice) as positive predictors of organisational commitment (affective commitment, normative commitment and continuance commitment)

Research hypothesis 2: Research hypothesis H2 Organisational justice (distributive justice, procedural justice, interpersonal justice and informational justice) positively and significantly predict the relationship with organisational commitment (affective commitment, normative commitment and continuance commitment) in a sample of respondents within a Zimbabwean public sector organisation.

This research hypothesis is related to empirical research aim 2:

Empirical research question 2: To determine whether organisational justice (distributive justice, procedural justice, interpersonal justice and informational justice) positively and significantly predict the relationship with the outcome variable of organisational commitment (affective commitment, continuance commitment and normative commitment) in a Zimbabwean public sector organisation. (This research question relates to research hypothesis H2.)

4.6.2.1 Hypothetical relationship between distributive justice and organisational commitment (affective commitment, normative commitment, and continuance commitment).

According to Mustofa (2022), distributive justice is essential in explaining the way employees commit towards their organisation. This is supported by Aduba (2023) who posits that distributive justice is an excellent predictor of organisational commitment. This means that when employees perceive the distribution of outcomes as fair they willingly exert their efforts towards the success of the organisation. On the other hand, when employees are not happy with the way distribution of outcomes are executed, they will not commit themselves in reaching organisational goals. With this background, the hypothesis was formulated as follows;

H2(a): Distributive justice positively and significantly predicts the relationship with organisational commitment (affective commitment, normative commitment, and continuance commitment).

The knowledge attained from this study will reinforce previous research on the predictive relationship of distributive justice on organisational commitment. The knowledge will also help managers to give attention to distributive justice so as to improve their employees' commitment levels.

4.6.2.2 Hypothetical relationship between procedural justice and organisational commitment (affective commitment, normative commitment, and continuance commitment).

Procedural justice in an organisation invokes feeling of trust and commitment amongst employees (Emmanuel & Wosu, 2021). It can be argued that if procedural justice is absent in an organisation, then the level of organisational commitment will decrease as employees will exert less effort towards their job. Thus, the following hypothesis was formulated;

H2(b): Procedural justice positively and significantly predicts the relationship with organisational commitment (affective commitment, normative commitment, and continuance commitment).

The knowledge from this study will inform the Human Resource managers on the importance of procedural justice in their decision-making process as an ingredient of fostering organisational commitment in their organisations. Moreover, it will add value to literature on the two constructs of procedural justice and organisational commitment.

4.6.2.3 *Hypothetical relationship between interpersonal justice and organisational commitment (affective commitment, normative commitment, and continuance commitment).*

From the literature, it was found that interpersonal justice has a positive influence on organisational commitment (Malik, Hussain & Ahmad, 2023). This means that the way employees perceive the interpersonal treatment between them, and their supervisors predict the level of commitment in an organisation. Also, it was found that the positive support an employee attains from the supervisor fosters exceptional levels of organisational commitment (Snyman, 2021). Therefore, the employee will feel respected, recognised and appreciated and then commit in fulfilment of organisational objectives.

From this background information, the hypothesis was formulated as follows;

H2(c): Interpersonal justice positively and significantly predicts the relationship with organisational commitment (affective commitment, normative commitment, and continuance commitment).

The knowledge availed from this research will add information to the literature on the variables of interpersonal justice and organisational commitment and how they relate to each other. Moreover, the study will inform managers and organisation

on the true association between interpersonal justice and organisational justice and learn how to maintain them in their organisation for greater productivity.

4.6.2.4 Hypothetical relationship between informational justice and organisational commitment (affective commitment, normative commitment, and continuance commitment).

According to literature informational justice was found to be a strong predictor of organisational commitment (Malik, Hussain & Ahmad, 2023; Wojciechowska-Dziecielak et al., 2021). This means that if the information on the way processes and procedures are formulated and how decisions are reached at is fairly communicated to employees', its positive effects will be seen on the level of organisational commitment.

Owing to these literature findings, the following hypothesis was formulated.

H2(d): Informational justice positively and significantly predicts the relationship with organisational commitment (affective commitment, normative commitment, and continuance commitment).

The knowledge derived from this study will equip managers and organisations on the positive ways in which they should share company information so that employees perceive their procedures as fair and just. This will also help managers to engage proper informational justice strategies to ensure employee commitment and improve the success of organisations.

4.6.3 Perceptions of organisational justice and organisational commitment differ according to the characteristics of age and gender

Research hypothesis 3: There are significant differences between employees of different gender and age groups regarding their experiences of organisational justice (distributive justice, procedural justice, interpersonal justice and informational justice) and organisational commitment (affective commitment, normative commitment and continuance commitment).

This research hypothesis relates to the empirical research aim 3:

Empirical research aim 3: To determine whether employees from different socio-demographic groups (age and gender) differ significantly regarding their experiences of organisational justice (distributive justice, procedural justice, interpersonal justice and informational justice) and organisational commitment (affective commitment, normative commitment and continuance commitment).

4.6.3.1 Perceptions of organisational justice and organisational commitment vary according to the characteristics of gender

Research found that males and females react differently to the equity rule (Cohen-Charash & Spector, 2001). Males are concerned about fulfilling their desires and goals whilst females are worried about the welfare of the entire group (Snyman, 2021). Hence, the current study hypothesised that males and females differ significantly regarding their perceptions of organisational justice and organisational commitment. H3 (a) was formulated as follows:

H3(a): Males and females differ significantly regarding their perceptions of organisational justice (distributive justice, procedural justice, interpersonal justice and informational justice) and organisational commitment (affective commitment, normative commitment and continuance commitment) as manifested in the sample of respondents employed in a Zimbabwean public sector organisation.

If males and females differ significantly regarding their experiences and perceptions of organisational justice and organisational commitment, Human Resource Practitioners will be able to focus on the relevant aspects to ensure positive experiences and thus a productive workforce.

4.6.3.2 Perceptions of organisational justice and organisational commitment vary according to the characteristics of age

According to research, dissimilar age groups experience organisational justice and organisational commitment differently (Bakotić, 2022; Ghasi et al., 2020). It is anticipated that older employees exhibit higher levels of organisational commitment while younger employees have lower levels of commitment (Bakotić,

2022). Ghasi et al. (2020) discovered that the perceptions of justice are embraced differently across age groups.).

Hence, the current research hypothesised that dissimilar age groups differ significantly regarding their perceptions of organisational justice and organisational commitment. H3 (b) was formulated as follows:

H3(b): Different age groups differ significantly regarding their perceptions of organisational justice (distributive justice, procedural justice, interpersonal justice and informational justice) and organisational commitment (affective commitment, normative commitment and continuance commitment) as manifested in the sample of respondents employed in a Zimbabwean public sector organisation.

The knowledge found from the study will add value to the field of study regarding relationships between organisational justice and organisational commitment with regard to age. It will also help management in observing relationship patterns among people of different ages in fostering organisational fairness so as to support organisational commitment. The knowledge will help management in staffing procedures for the creation of a committed and happy workforce.

4.7 IMPLICATIONS FOR ORGANISATIONAL COMMITMENT PRACTICES

Employee commitment practices include prevention and intervention measures aimed at facilitating and managing organisational commitment. Organisational commitment will be enhanced through practices, procedures and policies that enhance positive perceptions of organisational justice. To reach this objective, the following practical recommendations and based on the literature research as discussed in Chapters 2 and 3.

4.7.1 Distributive justice

In my opinion, the Zimbabwean public sector is congested with employees who are always grumbling about their salaries and benefits and seek closure on the distribution system as they do not perceive equitability in their rewards. In line with the equity theory (Adams, 1963), employees should find equity when they rate

their inputs and outcomes because if they do not perceive it, then there will be inequity. This impacts negatively, the level of employee commitment and productivity. The human resources manager should implement interventions that focus on modifying or improving organisational justice principles that increase the level of employees' commitment to organisations. Interventions should focus on identifying and eliminating distributive injustices that reduce the level of employee commitment.

Interventions to avoid injustices should be introduced in the organisation's business strategy. According to Baldwin (2006), distributive unfairness can be prevented through the following:

- Systems and processes should be reviewed to reduce the possibility of gross injustices.
- Human Resources policies that promote fairness should be introduced. These may include standardised salary scales and development programmes.
- Controlled, accessible, responsive means for employees to deal with unforeseen injustices should be provided.

Interventions should focus on enhancing organisational justice in the workplace through training and development. These may provide awareness programmes on the negative effects of injustices in the workplace and how these can be reduced. For example, employees and management should be trained on disciplinary fairness. Interventions to restore justice in the workplace should be implemented. These initiatives focused on restoring levels of distributive justice and may include promoting equity, counselling and therapy.

4.7.2 Procedural justice

From my perspective, the public sector of Zimbabwe is having challenges of inconsistencies in policies and procedures and civil servants are seeking ways of addressing these insecurities. It was found that when highly committed employees are badly treated by the organisation they are dedicated to, they react negatively to redefine themselves (Baldwin, 2006). This would be due to the fact that they

would consider that all procedures of the organisation are unfair by just undergoing one consistency in a certain policy. Thus, fair policies were found to make an organisation a favourable place and rational. It is suggested that to provide a committed and resilient workforce, human resource managers have to implement policies that support procedural justice, identify and eliminate procedural injustice, reduce injustices and enhance procedural justice.

The voice principle should be utilised. This will mean collecting employees' views pertaining to policies and aligning them with the organisational management and governance system (Baldwin, 2006). Also, individuals will be enabled to access information about decisions, given the opportunity to challenge decisions that have been made for correctability. Managers should be trained on facets of procedural justice that would assist them in delivering fair practices on processes like disciplinary hearings, conflict resolution, layoffs and terminations, selection and staffing, performance appraisals and many more (Paterson, 2017). Interventions to restore procedural justice should be maintained. These include employee participation in decision-making and information sharing, and providing managerial and employee support.

4.7.3 Interpersonal justice and Informational justice

Positive relationships between an employee and supervisor are an essential ingredient in creating trust and loyalty in an organisation (Tetteh et al., 2019). A lack of interpersonal justice has been found to stir feelings of aggression and withdrawal within employees (Afzali et al., 2017). This then hinders the employees' level of commitment towards the supervisor and subsequently the organisation. With such an environment, the employee then fails to function optimally which decreases the rate of performance and leads to organisational failure. When an employee is accorded respect and a just flow of information between him/her and the supervisor, this can be his/her stimulating basis of commitment (De Dieu, 2019). It is necessary that proper interventions that support and enhance interactional justice be put in place in the public sector organisation.

Ways to enhance interpersonal justice and informational justice should be introduced. Managers and supervisors should ensure that they treat employees in a polite and truthful manner. Also, information pertaining to their work environment and procedures should be communicated and feedback given. Improper channels of communication should be eliminated. Supervisors and managers should be trained on the essence of interactional justice, how they should interact with their subordinates, treatment, and employee handling during grievance procedures, selection and staffing (Baldwin, 2006). It can be argued that if leaders receive training on this cause, interpersonal injustices would be reduced and justice maintained. Communication development programmes should be enhanced, and collaboration initiatives, proper commitment and involvement fostered as this will influence employees to sustain their commitment towards the organisation.

4.8 CHAPTER SUMMARY

This chapter focused on an integrated theoretical organisational commitment model in a Zimbabwean public sector organisation. It also explored the theoretical relationships between the constructs. Hypotheses were set. The chapter concluded with practical interventions to enhance organisational justice as a way of increasing organisational commitment in an organisation.

Chapter 5 deals with the research methodology used in the empirical study and the statistical procedures for testing the hypotheses.

CHAPTER 5: EMPIRICAL RESEARCH

5.1 INTRODUCTION

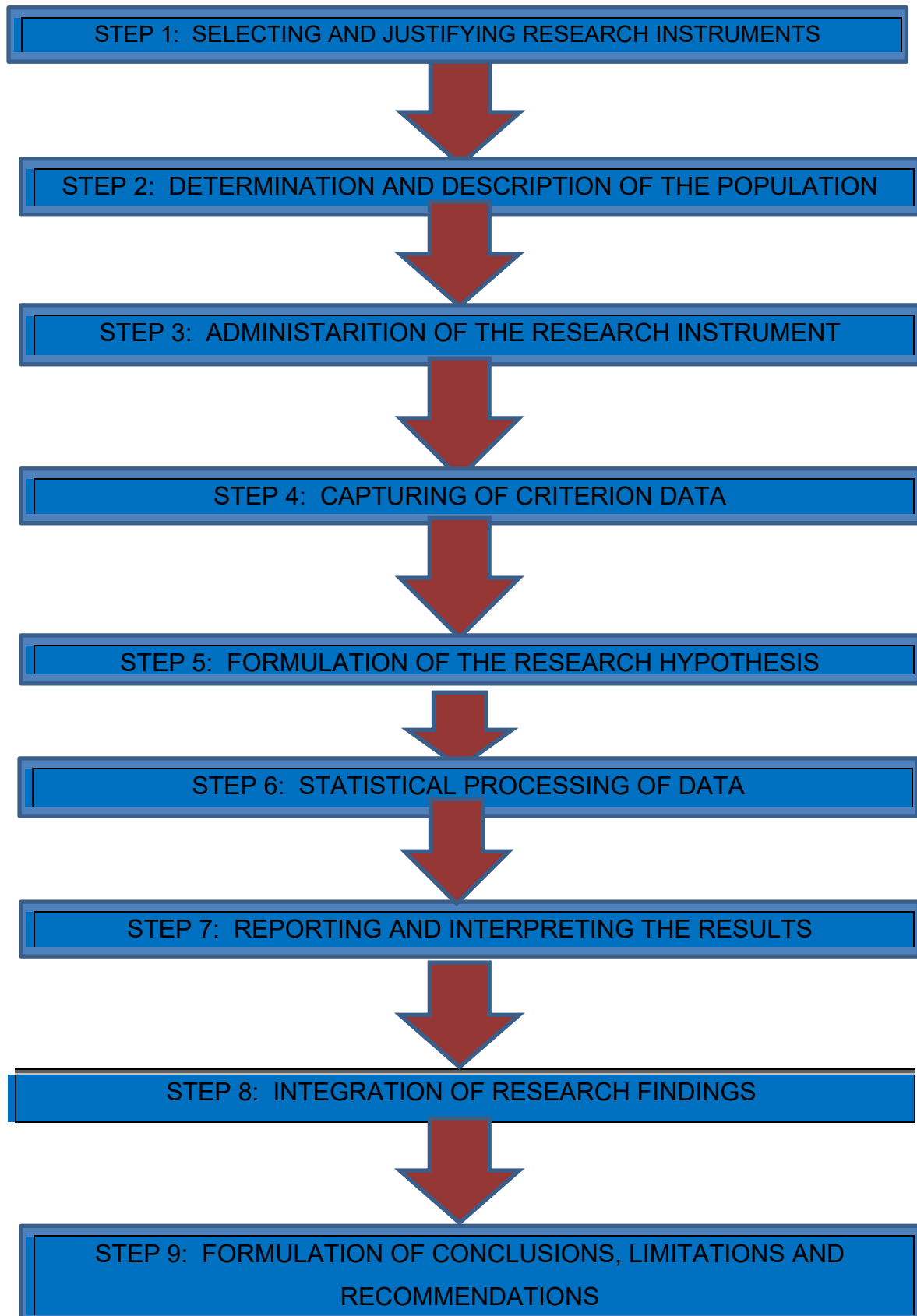
The primary objective of the study is to investigate the relationship dynamics between organisational justice (distributive, procedural, interpersonal and informational justice) and organisational commitment (affective, normative and continuance commitment) in a Zimbabwean public sector organisation. Following a review of the existing literature, Chapter 4 presented a hypothesised model of organisational justice constructs influencing the dependent variables (affective, normative and continuance commitment). Grounded on this hypothesised model, it is the purpose of this chapter to discuss the research methodology that was used to address the primary objective of the study.

In this chapter, an overview of the population sample is given for this study. The measuring instruments are discussed and the choice of each instrument is justified. This is followed by a discussion of the data collection and processing procedures. The procedures followed in order to evaluate the validity and reliability of the results and a summary will then be discussed and presented.

The empirical research process consists of nine stages as outlined in Figure 5.1 below:

Fig 5.1

Steps in the empirical research process



Steps 1 to 6 are addressed in this chapter (Chapter 5), whilst steps 7 to 8 are addressed in Chapter 6, and step 9 is addressed in Chapter 7.

5.2 CHOOSING AND MOTIVATING THE RESEARCH INSTRUMENTS

Data was collected through a paper-based, hand-distributed questionnaire made up of applicable and standardised measuring instruments. The literature review directed the choice of measuring instruments, based on their reliability in evaluating the constructs of the study, namely, the dependent variables (affective commitment, continuance commitment and normative commitment) and the independent variables (distributive justice, procedural justice, interpersonal justice and informational justice).

The choice of measuring instruments for this study was informed by the literature review. The following measuring instruments were used:

- A biographical questionnaire to determine data regarding the age and gender of participants.
- The Organisational Justice Questionnaire (OCQ) developed by Colquitt (2001)
- The Organisational Commitment Questionnaire (OCQ) developed by Meyer and Allen (1997)

5.2.1 Biographical questionnaire

A biographical questionnaire was used to obtain the age and gender of participants.

5.2.2 The Organisational Justice Questionnaire (OJQ)

This section will discuss the rationale, scale description, administration, interpretation, validity and reliability and motivation for using the Organisational Justice Questionnaire (OJQ).

5.2.2.1 Rationale of Organisational Justice Questionnaire (OJQ)

The Organisational Justice Questionnaire is used to measure overall justice (distributive, procedural, interpersonal and informational justice). The Organisational Justice Questionnaire was developed by Colquitt (2001). It comprises questions that relate to employees' distributive, procedural, interpersonal and informational justice perceptions as experienced within their organisations (Colquitt, 2001). The purpose of the organisational justice questionnaire is to measure respondents' perceptions of fairness in their organisation as weighed through the distributive, procedural interpersonal and informational components of organisational justice. Recent studies carried on organisational justice have used the *Four factor model* of Colquitt (2001) to measure the dimensions of organisational justice (Kumasey et al, 2021; Snyman, 2021; Malik, 2023; Obalade & Mthembu, 2023).

5.2.2.2 Dimensions of the Organisational Justice Questionnaire

The Organisational Justice Questionnaire consists of 20 items and measures four dimensions, namely, distributive justice, procedural justice, interpersonal justice and informational justice.

(i) *Distributive justice*

The distributive justice subscale is concerned with the fairness and equitable distribution of resources in an organisation (Colquitt, 2001). The subscale of distributive justice includes an evaluation of respondents' perceptions using four questions. These questions include:

- Does your outcome reflect the effort you have put into your work?
- Is your outcome appropriate for the work you have performed?

- Does your outcome reflect the contribution you have made to the organisation?
- Is your outcome justified, given your performance?

(ii) Procedural justice

The procedural justice subscale measures participants' perceptions regarding the fairness of processes and procedures as they are applied in an organisation (Colquitt, 2001). The subscale constitutes of seven questions:

- Are you allowed to share your opinions and feelings during decision-making procedures?
- Is there a consistent application of procedures in your organisation?
- Are the procedures used based on accurate information?
- Do you have a voice over the outcome decisions reached through those procedures?
- Are procedures followed in decision making unbiased?
- Are the procedures followed according to moral and ethical standards?
- Are procedures capable of being corrected?

(iii) Interpersonal justice

The subscale of interpersonal justice measures participants' perceptions regarding the interpersonal treatment they receive from the authority figure that enacts procedures in an organisation (Colquitt, 2001). The subscale consists of four questions, and these are:

- Does your supervisor/ manager treat you with respect?
- Does your supervisor/ manager treat you with dignity?
- Does your supervisor/ manager treat you in a polite manner?
- Has he/she refrained from improper remarks or comments?

(iv) Informational justice

The subscale of informational justice measures employees' perceptions regarding the way information about processes and procedures is availed to them (Colquitt, 2001). The subscale consists of five questions, and these are:

- Were his/her explanations regarding the procedures reasonable?
- Has he/she been candid in (his/her) communication with you?
- Has he/she communicated details in a timely manner?
- Has he/she been able to tailor his/her communication to individuals' specific needs?
- Has he/she explained the procedures thoroughly?

5.2.2.3 Administration of the Organisational Justice Questionnaire

The Organisational Justice Questionnaire is a self-administered set of questions and participants are given clear guidelines on how they should complete it. The questionnaire takes between five to ten minutes to complete.

5.2.2.4 Interpretation of the Organisational Justice Scale

Each subscale (distributive justice, procedural justice, interpersonal justice and informational justice) is measured separately and reveals employees' perceptions and feelings as measured against these dimensional standards. The subscales are measured on a five-point Likert scale and respondents are requested to rate the extent to which they agree or disagree with a set of given statements. These statements relate to distributive justice, procedural justice, interpersonal justice and informational justice dimensions as experienced in an organisation. Respondents must rate each statement regarding their perceptions of organisational justice in an organisation, using the following Likert scale:

- 1 = Strongly disagree
- 2 = Disagree
- 3 = Neutral

4 = Agree

5 = Strongly agree

Each score determines the level of organisational justice, the higher the score, the higher the level of organisational justice (distributive justice, procedural justice, interpersonal and informational justice).

5.2.2.5 Reliability and validity of the Organisational Justice Questionnaire (OJQ)

The Organisational Justice Questionnaire (Colquitt, 2001) recorded a high level of reliability of Cronbach alpha coefficient ($\alpha=.94$). Since $.94 > 0.7$ (threshold value), it can be concluded that the construct is reliable. The fact that the questionnaire is reliable, shows that it is a valid instrument to measure the construct of organisational justice.

5.2.2.6 Motivation of using the Organisational Justice Questionnaire

The Organisational Justice Questionnaire (Colquitt, 2001) is used to measure perceptions of organisational justice (distributive justice, procedural justice, interpersonal justice and interactional justice) at the workplace. The measurement scale is relevant for the current study as the main objective of the study is to investigate the relationship dynamics between the perceptions of organisational justice (distributive justice, procedural justice, interpersonal justice) and informational justice in a public sector organisation in the Republic of Zimbabwe.

5.2.3 The Organisational Commitment Questionnaire (OCQ)

This section discusses the rationale, scale description, administration, interpretation, validity and reliability and motivation for using the Organisational Commitment Questionnaire (OCQ).

5.2.3.1 Rationale of Organisational Commitment Questionnaire (OCQ)

The Organisational Commitment Questionnaire is used to measure overall commitment (affective commitment, continuance commitment and normative commitment) in organisations. The organisational commitment questionnaire was

developed by Meyer and Allen (1997). It comprises questions that relate to employees' affective, normative and continuance commitment as experienced within their organisation (Allen & Meyer, 1990; Meyer & Allen, 1991; Meyer and Allen, 1997). Current studies have used the Organisational Commitment Questionnaire developed by Meyer and Allen (1997) to measure the three constructs of organisational commitment (Kumasey et al, 2021).

5.2.3.2 Dimensions of the Organisational Commitment Questionnaire (OCQ)

The Organisational Commitment Questionnaire consists of 18 questions and measures three dimensions. The dimensions are described in the following section:

(i) Affective commitment

The affective commitment dimension measures employees' perceptions of their emotional attachment to and identification with the organisation (Meyer & Allen, 1997). The subscale consists of six questions:

- I don't feel like part of the family in my organisation.
- I do not feel emotionally attached to the organisation.
- I will be so happy to spend the rest of my life with this organisation.
- I feel that the organisation's problems are mine.
- I feel a strong sense of belonging towards my organisation.
- My organisation does not deserve my loyalty.

(ii) Continuance commitment

The continuance commitment perception measures employee's feelings of continuance attachment related to costs associated with leaving the organisation (Meyer & Allen, 1997). The continuance commitment questionnaire consists of six questions assessing the respondents' level of continuance commitment towards the organisation. The questions are as follows:

- I would consider working elsewhere if I had not engaged myself with this organisation.
- I feel that there are few options available for me to consider leaving this organisation.
- If I decide to leave this organisation my life will be disturbed.
- Even if I want to leave this organisation, it is hard for me.
- It is necessary for me to stay with this organisation.
- Alternatives are rare for me even though I can leave my organisation.

(iii) Normative commitment

The normative commitment dimension measures the respondents' perceptions of their obligations towards their organisation. This dimension is measured through six statements:

- Alternatives are rare for me even though I can leave my organisation.
- I believe I have to stay loyal to this organisation.
- I would feel guilty if I had to leave this organisation for another one.
- I would not leave this organisation because I feel obliged to the people in the organisation.
- Although there might be opportunities, I do not feel right to leave my organisation.
- I owe a great deal to the organisation.

5.2.3.3 Administration of the Organisational Commitment Questionnaire

The organisational commitment questionnaire is a self-administered set of questions. Participants are provided with guidelines on how they should complete it. The questionnaire takes between five to ten minutes to complete.

5.2.3.4 Interpretation of the Organisational Commitment Scale

Each dimension (affective commitment, continuance commitment and normative commitment) is measured separately and reveals employees' perceptions and

feelings as measured against these dimensional standards. The dimensions are measured on a five-point Likert scale and respondents are requested to rate the extent to which they agree or disagree with a set of given statements relating to the affective, continuance and normative aspects as experienced in the organisation. Respondents must rate each statement using the following scale:

1 = Strongly disagree

2 = Disagree

3 = Neutral

4 = Agree

5 = Strongly agree

The lower the score for each dimension, the lower the level of commitment. As the score goes up, the higher the level of commitment towards the organisation.

5.2.3.5 Reliability and validity of the Organisational Commitment Questionnaire (OCQ)

The Organisational Commitment Questionnaire (Meyer & Allen, 1997) recorded a high level of reliability of Cronbach alpha coefficient of $\alpha=.86$. Since $.86>0.7$ (threshold value), it can be concluded that the construct is reliable. It can be deduced that the Organisational Commitment Questionnaire is valid since it recorded a higher level of reliability.

5.2.3.6 Motivation of using the Organisational Commitment Questionnaire (OCQ)

The Organisational Commitment Questionnaire is used to measure the level of commitment of employees towards the organisation (Meyer & Allen, 1997). The questionnaire measures three components of organisational commitment (affective commitment, continuance commitment and normative commitment). The measurement scale is relevant to the current study because the objective of the research is to investigate the relationship dynamics between organisational justice and organisational commitment in a public sector organisation in the Republic of Zimbabwe.

5.3 DETERMINATION AND MOTIVATION OF THE SAMPLE

A population is a group of individuals who share common dispositions that are relevant to a research study (Salkind, 2019). The research population was 960 employees in a public sector organisation in Zimbabwe, Beitbridge district.

The sample was selected through a convenience sampling strategy. A total of 600 questionnaires were distributed in hard copies. Data was collected during the COVID 19 pandemic era, therefore public sector organisations reduced the number of staff going to work, hence only 600 questionnaires were distributed. From the 600 questionnaires distributed; 411 were completed. This is a 68.5% response rate.

The profile of the sample is described according to age, gender, and status of employment (permanent). These were considered in the analysis of the research findings.

5.3.1 Unit of Analysis

The unit of analysis comprises employees within a public sector organisation in Zimbabwe between the ages of 21 to 65 years. The working age in Zimbabwe for a worker in the public sector organisation chosen for the research study is 21 years. The employee has to acquire a diploma or degree after secondary education, which makes 21 years an eligible age. The cut-off age in the public sector is 65 years because the retirement age in Zimbabwe is 65 years.

5.3.1.1 Distribution of age groups in the sample

Table 5.1 and Figure 5.1 show the composition of the age groups in the sample. The ages of participants were categorised into groups and ranged between the ages of 21 to 65 years. The frequencies were relatively distributed among the age groups. Respondents aged between 21 and 35 years constituted 16,8 % of the sample; those between 36 to 45 years of age made up 35.5% of the sample.

Respondents between the ages of 46 to 55 years of age comprised 29,7% of the sample. Respondents within the age range of 56 to 65 years of age covered 18% of the total sample (n=411). The most represented grouping was the age group 36-45 years and it constituted 35.5%; with the age group above 21-35 years constituting the smallest percentage 16.8%.

Table 5.1

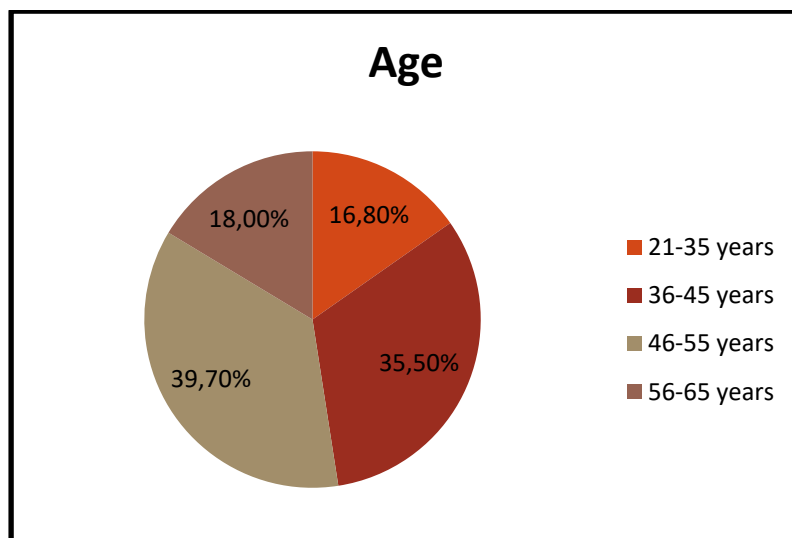
Age distribution in the sample

Age group	Frequency	Percentage	Cumulative %
21-35 years	69	16.8	16.8
36-45 years	146	35.5	52.3
46-55 years	122	29.7	82.0
56-65 years	74	18.0	100.0
TOTAL	411	100.0	100.0

Note: n = 411.

Fig 5.2

Sample distribution by age



Note: n = 411

5.3.1.2 Distribution of gender in the sample

Table 5.2 and Figure 5.3 shows the distribution of the sample according to gender. The questionnaires were completed by 164 males and 247 females who made up the sample for the research study (n=411). Thus, the majority of respondents were females.

Table 5.2

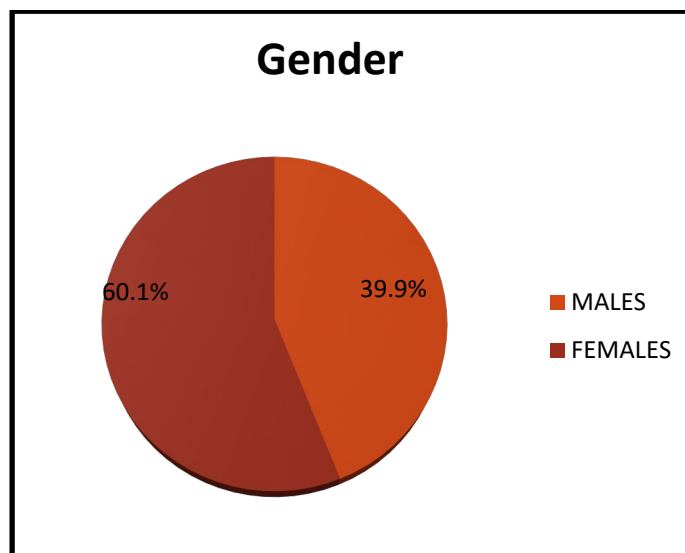
Gender distribution in the sample

Gender	Frequency	Percentage	Valid %	Cumulative %
Males	164	39.9	39.9	39.9
Females	247	60.1	60.1	100.0
TOTAL	411	100.0	100.0	100.0

Note: n = 411.

Figure 5.3

Sample distribution by gender



Note: n=411

5.3.1.3 Summary of the socio-demographic profile of the sample

To summarise, the respondents for the sample were males and females over the age of 21 who were permanently employed by a public sector organisation in Beitbridge District, Zimbabwe. Table 5.3 reflects the main characteristics of the sample profile.

Table 5.3

Main characteristics of the Sample profile

Socio-demographic variable	Predominant Characteristic	Percentage
Age	Between 36-45 years	35.5
Gender	Females	60.1

Note: n = 411.

5.4 DATA COLLECTION

Data was collected through a self-administered paper-based questionnaire. The period in which the data was collected was during the COVID-19 pandemic outbreak, hence proper precautionary measures were put in place to curb respondents against the virus during data collection. The questionnaire had clear instructions on how it should be completed. A Likert-scale questionnaire was used, and questions rated on a scale of 1 to 5. The questionnaire was easy for respondents to understand. The questionnaire was distributed in hard copies to permanent employees by placing the questionnaires in a sealed box in a specific room that was made available by the organisation. Respondents collected questionnaires on their own and completed them. The completed questionnaires were then deposited to the relevant marked box for collection by the gatekeeper. To prevent any conflict of interest, the researcher used a gatekeeper to distribute and collect completed questionnaires from respondents.

5.5 ETHICAL CONSIDERATIONS

Research ethics may be defined as the way of conducting research that is considered morally right, correct, acceptable, reliable and proven according to a set of rules, regulations and standard guidelines (Bartneck, Lutge, Wagner & Welsh, 2021). To adhere to the research standards, the researcher obtained ethical clearance from the Department of Human Resource Management, College of Economic and Management Sciences, University of South Africa's Research Ethics Committee (ethical clearance reference number: 2021_HRM_011 – refer to Appendix A). The researcher adhered to all ethical and moral principles as outlined in the UNISA Research Ethics Policy, which are the following (UNISA, 2013):

- autonomy (research should respect the autonomy, rights and dignity of research participants)
- beneficence (research should make a positive contribution towards the welfare of people)
- non-maleficence (research should not cause harm to the research participant(s) in particular or to people in general)
- justice (the benefits and risks of research should be fairly distributed among people).

The researcher also obtained permission from the public sector organisation involved in this research. After the permission was granted, the questionnaires were administered through hard copies. A consent form was attached to the questionnaire for the respondents to read and voluntarily consent before completing the questionnaire. The consent agreement included the following information: the purpose of the research study; participants' role, the duration of time to complete the questionnaire, the researcher's contact information, assurance of respondents' privacy, anonymity and confidentiality; explanation of voluntary participation in the research study; and the expected future use of gathered data. Completion of the questionnaire was recognised as informed consent from the respondents.

The paper-based questionnaires did not require any provision of personal information from the respondents that made them identifiable, therefore ensuring the anonymity of the respondents in the data collection and analysis stage. That way, respondents' responses cannot be linked back to them. Responses were received by the researcher in a sealed box as a guarantee of confidentiality.

Ethical concerns were considered in the use of research instruments. The researcher requested permission to use the research questionnaires from authors and consent was given (see appendix B). The data collection process was systematic, procedural, and reliable and plagiarism was avoided at all costs.

5.6 CAPTURING OF CRITERION DATA

The data was captured by the researcher in a Microsoft excel spread sheet for further processing and analysis. The Microsoft excel spread sheet organised the respondents' responses to each item of the 2 questionnaires. Each row comprised a respondent and each column, a question. The Statistical Package for Sciences (SPSS) Version 25 was used to process and analyse the data. The Harman's one factor solution was used to perform Confirmatory Factor analysis statistics using the SAS Software Version 9.4 (SAS, 2013) with the CALIS procedure.

5.7 FORMULATION OF THE RESEARCH HYPOTHESIS

The research hypotheses were formulated to achieve the objectives of the study. A research hypothesis is a formal statement that provides a clear depiction of the relationship between two or more variables of a specified sample (Salkind, 2019). The formulated hypotheses for this study emanated from the literature review and the central hypotheses (see Section 1.7.2.3 in Chapter 1) and aligned with the empirical research aims (see Section 1.3.2.2 in Chapter 1).

5.8 STATISTICAL PROCESSING OF DATA

The statistical procedures employed in this study constituted a preliminary statistical analysis (common method variance, measurement of scale validity and internal consistency reliabilities and confirmatory factor analysis), descriptive

statistical analysis (means, standard deviations, skewness and kurtosis); bivariate correlation analysis (Pearson correlation coefficients) and inferential and multivariate statistics (ordinal regression and tests for significant mean differences).

5.8.1 Stage 1: Descriptive Statistical Analysis

The section reports on the means, standard deviations, skewness and kurtosis for the categorised variables. Additionally, Cronbach's Alpha coefficients will be determined for the two measuring scales (organisational justice scale and organisational commitment scale) to determine the reliability of these instruments for this study. This study used descriptive statistics to analyse the characteristics of the research data which related to the main variables of the study.

5.8.1.1 Means, standard deviations, skewness and kurtosis data

The Statistical Package for Social Sciences (SPSS Version 25) was used to calculate the means and standard deviations for all the organisational justice variables (distributive justice, procedural justice, interpersonal justice and informational justice) and organisational commitment variables (affective commitment, continuance commitment and normative commitment).

Descriptive statistics provide ground information about variables in a data set and highlight potential relationships between variables (Kaur et al., 2018). Means, standard deviations, skewness and kurtosis were determined to assist in the application of statistical procedures. The mean is calculated by adding the total of the sum of all values in a collection of numbers divided by the number in a data set (Ayeni, 2014). The deviation shows the extent to which individuals within a sample differ from the sample mean (Ayeni, 2014). When the standard deviation is big, there is evidence of variability in the given set of data scores.

Skewness measures the asymmetry of a distribution whereas kurtosis measures the heaviness of a distribution's tails relative to a normal distribution (Dagli, 2021). A negative skewness value indicates that a distribution has its tail inclined to the

left side, whilst a positive skewness value has its tail on the right side of the distribution (Dagli, 2021).

5.8.2 Stage 2: Spearman's Correlational Analysis

The purpose of correlational analysis is to examine the strength and direction of the relationship between two or more variables. In other words, it helps researchers understand how changes in one variable are associated with changes in another variable. Correlational analysis does not imply causation; it simply quantifies the degree of association between variables. Correlation coefficients provide a numerical measure of the degree to which two variables are related. The correlation coefficient ranges from -1 to +1, where -1 indicates a perfect negative correlation, 0 indicates no correlation, and +1 indicates a perfect positive correlation. Spearman's Correlations were performed using SPSS Version 25.

In the current research, correlation analysis was conducted to report on bivariate correlations between the socio-demographic variable (gender) and the organisational justice and the organisational commitment variables. The predictive value of age on organisational justice and organisational commitment was also considered. Hence, correlational analysis was done to assess and quantify the empirical relationship between the socio-demographic variable (gender), organisational justice (distributive justice, procedural justice, interpersonal justice and informational justice) and organisational commitment (affective commitment, continuance commitment and normative commitment) (research hypothesis H1). Correlations were also used to determine whether the results provided significant evidence in support of the research hypothesis. The threshold for the level of statistical significance lies at $p \leq .05$.

5.8.3 Stage 3: Inferential and Multivariate Statistical Analysis

Inferential and multivariate statistics were used.

5.8.3.1 Regression analysis

Inferential statistics, namely ordinal regression through the IBM Statistical Package of Social Sciences Version (SPSS, Version 25.0) was performed to assess the predictive relationships between the various independent variables and each dependent variable. When the dependent variable is ordinal (ordered categories), ordinal regression is used. This is appropriate when the categories have a meaningful order but the distances between them are not assumed to be equal.

5.8.3.2 Test for significant mean differences

An independent sample T-Test was conducted to test for any significant differences between the mean scores based on participant's gender (research hypothesis H3). Significant differences testing has the intention of determining whether groups (according to gender) differ in terms of their experience of organisational justice (distributive justice, procedural justice, interpersonal justice and informational justice) and organisational commitment (affective commitment, normative commitment and continuance commitment). An Independent Samples T-test is appropriate if one is comparing the mean scores of two independent groups (e.g., male and female employees) on these variables. It helps determine whether there is a statistically significant difference between the two groups' means. To use the test, two assumptions must be in place: (1) Normality: The data for each group should be approximately normally distributed. (2) Homogeneity of Variance: The variances of the two groups should be approximately equal. If these assumptions are met, an independent samples T-test can provide insights into whether gender differences exist in perceptions of organisational justice and levels of organisational commitment.

An ANOVA test was conducted to test for any significant differences between the mean scores based on participant's age (three age categories/groups were provided to participants to select from) (research hypothesis H3). Significant differences testing has the intention of determining whether groups (according to age categories) differ in terms of their experience of organisational justice

(distributive justice, procedural justice, interpersonal justice and informational justice) and organisational commitment (affective commitment, normative commitment and continuance commitment). An ANOVA (Analysis of Variance) test is appropriate for testing whether groups based on age categories differ in terms of their experience of organisational justice (distributive justice, procedural justice, interpersonal justice, and informational justice) and organisational commitment (affective commitment, normative commitment, and continuance commitment). Specifically, One-Way ANOVA was used as the test is suitable if one is comparing the mean scores of more than two age groups on these variables (as in the current research). It determines whether there are statistically significant differences between the means of the different age categories. Three assumptions should be in place: (1) Normality: The data within each age group should be approximately normally distributed; (2) Homogeneity of Variance: The variances across the age groups should be approximately equal; (3) Independent Observations: Each observation should belong to only one age group. As these assumptions were met, a one-way ANOVA was processed as it can provide insights into whether different age groups have significantly different perceptions of organisational justice and levels of organisational commitment.

5.8.3.3 Level of significance

The statistical level of significance is determined by the alpha level or the probability of rejecting the null hypothesis when the null hypothesis is true (Mcleod, 2023). A general level of significance at $p \leq .05$ is chosen to test the research hypothesis which thus gives a 95% confidence level in accepted results when applied in the research context. The level of statistical significance is thus set at $p \leq .05$. When the p -value is .05 or smaller, it shows that there is a statistical significance. It indicates strong evidence against the null hypothesis as there is less than a 5% probability the null hypothesis is correct (and the results are random). Therefore, the null hypothesis is rejected, and the alternative hypothesis is accepted.

5.9 CHAPTER SUMMARY

The objective of this chapter was to discuss the research methodology used to address the primary objective of the study. The overview and population sample of the study was given. The measuring instrument and data collection and processing procedures were discussed. The dependent and independent variables were operationalised. A comprehensive report on the development and administration of measuring instruments used in the study was outlined. Descriptive correlation, and inferential statistics was described.

Chapter 5 addresses the following aims of the research:

Empirical Research aim 1: To investigate the nature of the statistical inter-relationships between organisational justice (distributive justice, procedural justice, interpersonal justice and informational justice), organisational commitment (affective commitment, normative commitment and continuance commitment) and the sociodemographic characteristics of age and gender in a sample of respondents within a Zimbabwean public sector organisation.

Empirical Research aim 2: To determine whether organisational justice (distributive justice, procedural justice, interpersonal justice and informational justice) positively and significantly predict the relationship with the outcome variable of organisational commitment (affective commitment, continuance commitment and normative commitment) in a Zimbabwean public sector organisation.

Empirical Research aim 3: To determine whether employees from different socio-demographic groups (age and gender) differ regarding their experiences of organisational justice (distributive justice, procedural justice, interpersonal justice and informational justice) and organisational commitment (affective commitment, normative commitment and continuance commitment).

CHAPTER 6: RESULTS

6.1 INTRODUCTION

This chapter provides information on the results of the statistical analyses performed in this study. The analyses were conducted to test the hypotheses as outlined in Chapter 5. The empirical statistical results in this chapter are reported through descriptive statistics, correlations and inferential statistics. Tables and figures are used to present the statistical results. The empirical results are incorporated and explained in the discussion section of this chapter.

In this chapter, the statistical results relating to the following research aims are reported:

Empirical Research aim 1: To investigate the nature of the statistical inter-relationships between organisational justice (distributive justice, procedural justice, interpersonal justice and informational justice), organisational commitment (affective commitment, normative commitment and continuance commitment) and the sociodemographic characteristics of age and gender in a sample of respondents within a Zimbabwean public sector organisation.

Empirical Research aim 2: To determine whether organisational justice (distributive justice, procedural justice, interpersonal justice and informational justice) positively and significantly predict the relationship with the outcome variable of organisational commitment (affective commitment, continuance commitment and normative commitment) in a Zimbabwean public sector organisation.

Empirical Research aim 3: To determine whether employees from different socio-demographic groups (age and gender) differ regarding their experiences of organisational justice (distributive justice, procedural justice, interpersonal justice and informational justice) and organisational commitment (affective commitment, normative commitment and continuance commitment).

6.2 PRELIMINARY STATISTICAL ANALYSIS

The Organisational Justice Measurement scale (OJM) and the Organisational Commitment Measurement scale were tested for common method bias as highlighted in Chapter 5.

The Harman's one-factor solution and one-factor CFA procedure (N=411) were used to determine common method bias. The Harman's one factor solution was used to perform Confirmatory Factor analysis statistics using the SAS Software Version 9.4 (SAS, 2013) with the CALIS procedure.

A Harman's one-factor value $>.50$ indicates a one-factor scale and the presence of common method bias. Consequently, the CFA goodness of fit statistics (chi-square, df, chi-square/df, RMSEA, SRMR, CFI, NFI and AIC) were used to assess the goodness of fit for each factor. Table 6.1 summarises the measures and criteria used in the CFA procedure.

Table 6.1

Summary of measures/indices and criteria used in the confirmatory factor analyses

Measure / Index	Criteria applied
Absolute fit indices: Examine the fit of an a priori model with the sample data to indicate which suggested model has the best fit.	
Chi-square (χ^2 or CMIN) (Hooper et al., 2008)	A model is regarded as discrepant from the population's true covariance structure when the calculated χ^2 value is statistically significant. Thus, the lack of statistical significance (i.e., $p \geq .05$) supports the model. A good model fit provides an insignificant value at a 0.05 threshold, meaning badness of fit or lack of fit.
Normed chi-square (χ^2/pdf or CMIN/df) (Wheaton et al., 1977)	An adequate model fit is indicated when the ratio of χ^2 to df (CMIN/DF) is ≤ 3 (≤ 5 is occasionally acceptable).
Standardised root mean squared residual (SRMR) (Kenny, 2020)	Good fit is indicated by a low SRMR value, while higher values indicate a worse fit. The generally acceptable rule specifies that the SRMR should be $< .05$ for a good fit; however, values $< .10$ may be regarded as acceptable. A value of zero indicates a perfect fit, while a value less than $.08$ is considered a good fit.

Relative or incremental fit indices:	
These indices compare the chi-square value to a baseline model and the null hypothesis is that there is no correlation in all variables.	
Normed fit index (NFI) (Bentler & Bonett, 1980)	Perfect fit is indicated by an NFI of 1 on a continuum of 0 to 1. The generally accepted rule for the NFI is that .95 points to a good fit relative to the baseline model. Values > .90 are regarded as a satisfactory fit.
Comparative fit index (CFI) (Bentler, 1990)	Comparative fit values range between 0.0 and 1.0 with values closer to 1.0 indicating a good fit, with 1 indicating perfect fit. A CFI value of $\geq .95$ is recommended, although CFI values of $\geq .90$ are also associated with good model fit.
Fit indices based on the noncentral chi-square distribution:	
Measurements are based on the assumption that no model is 'fully correct', but rather only 'about correct'.	
Root mean square error of approximations (RMSEA) (Browne & Cudeck, 1993)	Lower RMSEA values indicate a better fit. As a rule of thumb, values of $\leq .06$ or $\leq .08$ are generally recommended. A value $\leq .05$ is regarded as a good fit, between .05 and .08 as a satisfactory fit, between .08 and .10 as a mediocre fit, and $> .10$ is deemed unacceptable. For good model fit, the upper limit should be $< .08$, while the lower limit of the confidence interval should be close to 0.
Information-theoretic fit measures:	
These assessments indicate the degree to which the current model will cross-validate in future samples with the same size and population.	
Akaike information criterion (AIC) (Kenny, 2020)	Lower values indicate a better fit. The model with the lowest AIC is the best-fitting model.

Sources: Adapted from Bentler & Bonett, 1980; Bentler, 1990; Browne & Cudeck, 1993; Hooper et al., 2008; Kenny, 2020; Wheaton et al., 1977)

Table 6.2 shows the results of Harman's one-factor solution and one-factor CFA procedure. A good fit model is determined by a value that is $< .05$; moderate fit (value between .05 and .10); poor fit (value $> .10$) (Kenny, 2020). CFI and NFI values of $> .90$ are considered acceptable (Bentler & Bonnet, 1980; Bentler, 1990). The analyses were done through SPSS software.

6.2.1 Testing for common method variance

Common method variance (CMV) is described as a phenomenon that results from a measurement method used in a study (Kock, 2020). CMV is often conducted in cross-sectional studies using a self-reporting measuring instrument, as was the case in the current research. CMV occurs when both the independent variable and the dependent variable are measured within one survey using the same response

method. Therefore, in this study, it is essential to carry out a test for common method variance to assess possible bias in the model. CMV was assessed by analysing the total variance of each factor. Harman's one-factor test results are reported in Table 6.2, as discussed below.

Table 6.2

Results of Harman's One-Factor Test and One-Factor Confirmatory Analysis

Scale	Harman's one-factor percentage (%)	One factor CFA							
		Chi-square	Df	Chi-square/df	RMSEA	SRMR	CFI	NFI	AIC
Organisational justice	47.5%	775.89	164	4.73	0.1	0.08	0.91	0.89	867.39
Distributive Justice	66%	197.16	2	98.58	0.4878	0.1414	0.77	0.77	213.16
Procedural Justice	67.9%	74.37	14	5.31	0.1	0.03	0.97	0.96	102.37
Interpersonal Justice	85.6%	124.91	2	62.46	0.39	0.04	0.93	0.93	140.91
Informational Justice	75.1%	80.86	5	16.17	0.19	0.04	0.95	0.94	100.86
Organisational Commitment	32.9%	920.55	116	7.94	0.13	0.16	0.71	0.68	994.55
Affective Commitment	34.9%	329.92	9	36.66	0.29	0.18	0.5	0.5	353.9
Continuance Commitment	53.6%	61.05	9	6.78	0.12	0.06	0.94	0.93	85.05
Normative Commitment	60.3%	10.87	5	2.17	0.05	0.02	0.99	0.99	30.87

Note: n = 411

6.2.1.1 Common method variance of the Organisational Justice Measure (OJM)

Table 6.2 shows the results of Harman's and CFA one factor percentage loaded onto only one factor (organisational justice) yielded 47.5%. A good fit is determined by RMSEA value <0.05. As indicated, Harman's one-factor solution is a statistical technique used to simplify and summarise the relationships among multiple variables. Table 6.2 indicates that Harman's one-factor solution explains 66% of the covariance of distributive justice, 67.9% of procedural justice, 85.6% of interpersonal justice and 75.1% of informational justice. Harman's one-factor solution has been applied as a statistical method to understand how different

aspects of justice (distributive, procedural, interpersonal, informational) are related. The percentages indicate the extent to which this one-factor solution can explain or capture the common patterns or variations among these aspects. The higher the percentage, the more effectively the one-factor solution summarises the relationships among these justice variables.

When the various factors of organisational justice were loaded onto a single construct on the CFA, a one-factor model was observed indicating the presence of CMV. From the table it is evident that the overall organisational justice model is not a single-factor solution, therefore there is the absence of CMV, thus several factors can be extracted. All four constructs (distributive justice, procedural justice, interpersonal justice and informational justice) have a one-factor solution (CMV present) if explained separately as individual variables because they are all greater than 50%. Therefore, the four factors (distributive justice, procedural justice, interpersonal justice and informational justice) cannot be investigated as a combined factor (organisational justice), they don't fit perfectly well, and they need to be recognised as a four-factor model with each being investigated separately.

The analyses were done through SAS on demand for Academics software version 9.4 (2013).

6.2.1.2 Common method variance of the Organisational Commitment Measure (OCM)

Harman's one-factor test for organisational commitment explained only 32.9% of the covariance between the scale variables which is less than the threshold (>50% implies a one-factor scale). This shows that there is no common method variance when all three commitment variables (affective commitment, continuance commitment and normative commitment) are combined as one factor. Affective commitment has a 34.9% value; continuance commitment has 53.6% and normative commitment has 60.3%. From these percentages, it can be well articulated that the affective commitment model has no common method variance because it is less than the >50% threshold. However, continuance commitment and normative commitment show the presence of one-factor solution (there is

common method variance). Therefore, organisational commitment is best explained when variables are investigated separately as single factors (affective commitment, continuance commitment and normative commitment), and not as a combined factor (organisational commitment).

6.2.2 Testing construct validity and internal consistency reliability

Construct validity is done to determine whether the measurement used for a construct is valid and reliable. Internal consistency assesses the reliability of results across factors in a test. Construct validity describes the extent to which a chosen test measures a theoretical variable that is supposed to be measured (Hajjar, 2018). The most used measure for internal consistency is the Cronbach alpha. For this study, the Cronbach alpha coefficient and Confirmatory Factor Analysis (CFA) will be used to measure the internal consistency of (1) organisational justice and its sub-variables, and (2) organisational commitment and its sub variables.

The two scales, namely the Organisational Justice Measure (OJM) and the Organisational Commitment Measure (OCM) were all subjected to multifactor Confirmatory Factor Analyses (CFAs), using SAS software version 9.4 (SAS, 2013) with the CALIS procedure, to evaluate the construct validity of each measurement scale and its subscales. This procedure elevated the model fit before testing the research hypotheses. Table 6.3 reports the CFA results for each scale.

The original factor solution and the optimization factor CFA were carried out on each measurement scale. The original factor solution model tested the data fit of the initial multifactor model, whereas the preceding model tested the optimized factor of the corresponding measurement scale to improve the model fit of the scale. The Levenberg-Marquardt optimisation procedure for covariance structure analysis was utilised for model optimisation. Please refer to Table 6.3 that will be discussed below.

6.2.2.1 Construct validity and reliability of the Organisational Justice Measurement (OJM)

As seen in Table 6.3. Model 1 indicated the following fit indices: Chi-square=876.36; $df=160$; Chi-square/ $df=5,48$; RMSEA=0.10; SRMR=0.05; CFI=0.89; NFI=0.87; AIC=976.36. A value of <3 for the chi-square (chi-square/ df ratio) is considered a good fit. The chi-square/ df ratio in the model =5.48 which is very high. The RMSEA and SRMR should be between 0 and 1. A value closer to 0 indicates a better model fit; a value $<.05$ is considered a good fit; between .05 and .10 is considered to be a moderate fit; and $>.10$ represents a poor fit. The RMSEA and SRMR in the model are .10 and .05 respectively. This indicates a moderate fit because the values are between 0.05 and 0.10. CFI and NFI values of $>.90$ are considered to be an acceptable fit. The CFI = 0.89; NFI = 0.87; AIC = 976.36 which shows a poor fit.

Table 6.3. also indicates that Model 2 (optimised multi-factor model) showed the following fit indices: chi-square = 775.39; $df = 164$; chi-square/ $df = 4.73$; RMSEA = 0.1; SRMR = 0.08; CFI = 0.91; NFI = 0.89; AIC = 867.39. The chi-square/ df ratio in the model = 4.73 which is very high. The RMSEA and SRMR in the model are .10 and .08 respectively. This indicates a moderate fit since the values are between .05 and .10. The CFI = .91 indicates an acceptable fit whereas NFI = 0.89 presented a poor fit.

In order to improve the model fit for model 1, the items were loaded on the latent variables (optimised model 2). When comparing the two models (optimised model and original factor model), model 2 showed a better fit than model 1. The AIC of the optimised model was lower than that of the first model. Therefore, the best fit CFA measurement model (2) of the organisational justice measurement was used in the further statistical analyses conducted.

6.2.2.2 Construct validity and reliability of the Organisational Commitment Measurement (OCM)

According to Table 6.3., Model 1 showed the following fit indices: chi-square = 2126.5; $df = 114$; chi-square/ $df = 18.65$; RMSEA = 0.2075; SRMR = 0.2043; CFI

= 0.28; NFI = 0.27; AIC = 2204.5. The chi-square/df ratio in the model is 18.65 which is extremely high. The RMSEA and SRMR in the model are .2075 and .2043 respectively. This indicates a poor fit because their values are $>.10$. The CFI and NFI are an unacceptable fit because they are less than the $>.90$ threshold.

Model 2 showed the following fit indices: chi-square = 920.55; $df = 116$; chi-square/ $df = 7.94$; RMSEA = 0.13; SRMR = 0.16; CFI = 0.71; NFI = 0.68; AIC = 994.55. The chi-square/ df ratio in the model is 7.94 which is very high. The RMSEA and SRMR in the model are 0.13 and 0.16 respectively. This indicates a poor fit because their values are $>.10$. The CFI and NFI are unacceptable because they are less than the $>.90$ threshold.

In order to improve the model, fit for model 1, the items were loaded on the latent variables (optimised model 2). When comparing the two models (optimised model and original factor model), model 2 showed a better fit than model 1. The AIC of the optimised model was lower than that of the first model. Therefore, the best fit CFA measurement model (2) of the organisational commitment measurement was used in the further statistical analyses conducted

Table 6.3

Results: Confirmatory Factor Analysis

Scale	CFA: Original factor solution								CFA: Optimised factor							
	Chi-square	Df	Chi-square/df	RMSEA	SRMR	CFI	NFI	AIC	Chi-square	Df	Chi-square/df	RMSEA	SRMR	CFI	NFI	AIC
Organisational Justice	876.36	160	5.48	0.10	0.05	0.89	0.87	976.36	775.39	164	4.73	0.1	0.08	0.91	0.89	836.39
Distributive Justice	340.45	2	170.225	0.6425	0.1502	0.61	0.61	356.45	197.16	2	98.58	0.4878	0.414	0.77	0.77	213.6
Procedural Justice	105.55	14	7.539	0.1263	0.0567	0.95	0.94	133.55	74.37	14	5.312	0.1	0.03	0.97	0.96	102.37
Interpersonal Justice	179.36	2	89.68	0.4651	0.0524	0.89	0.89	195.36	124.91	2	62.455	0.39	0.04	0.93	0.93	140.91
Informative Justice	125.6	5	25.12	0.2426	0.0632	0.92	0.91	145.6	80.86	5	16.17	0.19	0.04	0.95	0.94	100.86
Organisational Commitment	2126.5	114	18.65	0.2075	0.2043	0.28	0.27	2204.5	920.55	116	7.935	0.13	0.16	0.71	0.68	994.55
Affective Commitment	503	9	55.88	0.3659	0.2262	0.23	0.23	527	329.92	9	36.65	0.29	0.18	0.5	0.5	353.9
Continuance Commitment	114.85	9	12.76	0.1694	0.1066	0.88	0.87	138.85	61.05	9	6.78	0.12	0.06	0.94	0.93	85.5
Normative Commitment	53.81	5	10.762	0.1543	0.1064	0.93	0.92	73.81	920.55	116	7.935	0.13	0.16	0.71	0.68	994.55

Note: n = 411

6.2.3 Descriptive statistics

Descriptive statistics in this section are explained through the mean, standard deviation, skewness and kurtosis. These are shown in table 6.4 below.

6.2.3.1 *Mean and standard deviations for organisational justice*

As shown in Table 6.4, the mean scores for organisational justice ranged from $M=2.86$ to $M=3.59$. The sample scored high mean scores for interpersonal justice ($M=3.59$; $SD=0.95$), followed by informational justice ($M=3.51$; $SD=0.86$), Overall organisational justice ($M=3.28$; $SD=0.75$), Procedural justice ($M=3.17$; $SD=0.91$) and lastly distributive justice with the lowest mean score ($M=2.86$; $SD=1.05$) variables. This means that there is variability between constructs.

The skewness values for the Organisational Justice Questionnaire ranged between -0.35 to 0.03 . It means that the distribution is positively skewed (it has a long tail to the right). The Kurtosis values ranged between -0.70 to 0.50 . It means that the distribution is negatively inclined to the right side of the distribution.

6.2.3.2 *Mean and standard deviations for organisational commitment*

As Table 6.4 below shows, the mean scores $M=3.00$ to $M=3.24$. The sample scored high means for Continuous commitment ($M=3.24$; $SD=0.83$), followed by organisational commitment ($M=3.10$; $SD=0.64$), normative commitment ($M=3.07$; $SD=0.90$) and lastly affective commitment ($M=3.00$; $SD=0.69$). This shows that there is variability between the constructs.

The skewness values for organisational commitment were between -0.38 and -0.001 . This shows that the distribution is negatively skewed (it has a long tail to the left). The kurtosis values were between -0.67 and 0.12 . It reveals that the distribution is negatively inclined to the right (showing that data is not normally distributed). This will influence the tests that the researcher uses - whether parametric or non-parametric.

Table 6.4

Descriptive statistics: Mean and standard deviations for organisational justice and organisational commitment

Variables	Mean	Standard deviation	Skewness	Kurtosis
Organisational justice	3.28	0.75	-0.48	-0.14
Distributive justice	2.86	1.05	0.03	-1.02
Procedural justice	3.17	0.91	-0.35	-0.70
Interpersonal justice	3.59	0.95	-0.89	0.32
Informational justice	3.51	0.86	-0.88	0.50
Organisational commitment	3.10	0.64	-0.18	-0.15
Affective commitment	3.00	0.69	-0.001	0.12
Continuance commitment	3.24	0.83	-0.38	-0.16
Normative commitment	3.07	0.90	-0.22	-0.67

Note: n = 411

6.2.3.3 Internal consistency and reliability of organisational justice

The organisational justice factor was measured using the Organisational Justice Questionnaire (OJQ), developed by Colquitt (2001). It comprises of 20 items which measure four dimensions, namely, distributive justice, procedural justice, interpersonal justice and informational justice. A 5-point Likert scale was used for all the organisational justice variables. The responses were given according to the extent to which the participants agreed to the given set of statements. The participants rated each of the statements using the following scale:

- 1 = Strongly disagree
- 2 = Disagree
- 3 = Neutral
- 4 = Agree
- 5 = Strongly agree

Each score determined the level of organisational justice, the higher the score, the higher the level of organisational justice (distributive justice, procedural justice, interpersonal and informational justice). The lower the score; the lower the level of organisational justice (distributive justice, procedural justice, interpersonal justice and informational justice).

(i) Distributive justice

The distributive justice subscale had an internal consistency coefficient of 0.828, which is good because it is above the Cronbach alpha and composite reliability threshold of $> .70$. To observe the convergent validity the threshold value of Average Variance Extracted and Composite Reliability should be ≥ 0.50 and ≥ 0.70 respectively (Hair et al, 2022). Hence, the need of using Composite Reliability on top of Cronbach alpha to ensure validity and reliability of the construct measurement. The average variance extracted (AVE) was 0.5194 which is greater than the $>.50$ threshold. This means that there is convergent validity. The Composite Reliability (CR) was 0.8116, thus being greater than the $>.70$ threshold, which is an acceptable figure. See Table 6.6 for a summary of these results.

(ii) Procedural justice

The procedural justice subscale had an internal consistency of 0.921, which is acceptable because it is $>.70$ (Cronbach alpha and composite reliability threshold). The average variance extracted (AVE) fell below the threshold $>.50$ since it was 0.4781. This means that there is no convergent validity. The Composite Reliability (CR) was 0.8644. That was larger than the composite reliability threshold ($>.70$) which is acceptable. See Table 6.6 for a summary of these results.

(iii) Interpersonal justice

The interpersonal justice subscale had an internal consistency of 0.943, which is acceptable because it is $>.70$ (Cronbach alpha and Composite reliability threshold). The Average Variance Extracted (AVE) was 0.5539 (greater than $.50$). It means that there was convergent validity. The composite reliability for

interpersonal justice was larger than .70, therefore it is acceptable. See Table 6.5 for a summary of these results.

(iv) Informational justice

The informational justice subscale had an internal consistency of 0.917, which is acceptable as it is greater than .70 (Cronbach alpha and composite reliability threshold).

The Average Variance Extracted (AVE) fell below the threshold of >.50, which means there is no convergent validity. The Composite Reliability (CR) for informational justice is acceptable because it is above .70 (reliability threshold). See Table 6.5 for a summary of these results.

(v) Overall organisational justice

The overall organisational justice scale had an internal consistency of 0.937 which is good as it is greater than .70 (Cronbach alpha and composite reliability threshold). The Average Variance Extracted was 0.5009 which is above .50 (Average Variance Extracted threshold). There is evidence of convergent validity. The Composite Reliability (CR) for organisational justice is acceptable as it is above .70 (reliability threshold). See Table 6.5 for a summary of these results.

6.2.3.4 Internal consistency and reliability of organisational commitment

The Organisational Commitment factor was measured using the Organisational Commitment Questionnaire (OCQ), developed by Meyer and Allen (1997). It comprises 18 items which measure three dimensions, namely, affective commitment, continuance commitment and normative commitment. A 5-point Likert scale was used for all the Organisational commitment variables. The responses were given according to the extent to which the participants agree to the given set of statements. The participants rated each of the statements using the following scale:

- | | | |
|-----------------------|-------------|--------------------|
| 1 = Strongly disagree | 3 = Neutral | 5 = Strongly agree |
| 2 = Disagree | 4 = Agree | |

Each score determined the level of organisational commitment, the higher the score, the higher the level of organisational commitment (affective commitment, continuance commitment and normative commitment). The lower the score: the lower the level of organisational commitment (affective commitment, continuance commitment and normative commitment).

(i) Affective commitment

The Cronbach alpha coefficient for affective commitment fell below the Cronbach alpha coefficient threshold of .70. The Average Variance Extracted (AVE) fell below the acceptable threshold of >0.50. This shows the absence of convergent validity. The Composite Reliability value was 0.8418 which is above the .70 Composite Reliability threshold, and which is acceptable. See Table 6.5 for a summary of these results.

(ii) Continuance commitment

The Cronbach alpha value for continuance commitment is higher than the Cronbach alpha coefficient threshold (>.70), which is a good measure. The Average Variance Extracted (AVE) was below the threshold (>.50). Therefore, there is no convergent validity. Composite Reliability rose above the threshold (>.70), which means that the instrument is reliable (acceptable). See table 6.5 for a summary of these results.

(iii) Normative commitment

The Cronbach alpha value for normative commitment was 0.857. This is higher than the Cronbach threshold (>.70), which is good. The Average Variance Extracted (AVE) fell below the threshold (>.50). This shows the absence of convergent validity in the scale. The Composite Reliability value rose above the threshold (>.70), which means the scale is acceptable and reliable. See table 6.5 for a summary of these results.

(iv) *Overall organisational commitment*

The overall organisational commitment scale had a Cronbach alpha value of 0.861, which is acceptable since it is above the threshold (>.70). The Average Variance Extracted (AVE) measures below the threshold (>.50), which shows that there is no convergent validity. The Composite Reliability value is larger than the threshold of composite reliability (>.70), therefore the scale is acceptable. See table 6.5 for a summary of these results.

(v) *Conclusion*

Overall, the composite reliabilities were high for all the scales and subscales, namely, distributive justice, procedural justice, interpersonal justice, affective commitment, continuance commitment, normative commitment, overall organisational justice and overall organisational commitment. This shows that there is internal consistency and construct validity.

Table 6.5

Results: Means, standard deviations, Cronbach Alpha Coefficients, composite reliability coefficients and average variance extracted

Scale	Mean	SD	Cronbach Alpha Coefficients	Composite Reliability	Average Variance Extracted
Organisational Justice	65.60	14.969	0.937	0.9524	0.5009
Distributive Justice	11.44	4.212	0.828	0.8116	0.5194
Procedural Justice	22.19	6.397	0.921	0.8644	0.4781
Interpersonal Justice	14.38	3.814	0.943	0.8321	0.5539
Informational Justice	17.59	4.309	0.917	0.8191	0.4754
Organisational Commitment	55.89	11.472	0.861	0.9366	0.4636
Affective Commitment	18.04	4.133	0.619	0.8418	0.4736
Continuance Commitment	19.42	5.002	0.814	0.8138	0.424

Normative Commitment	18.43	5.372	0.857	0.8372	0.4931
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Note: n = 411

6.3 CORRELATIONS

This section reports on the bivariate correlations between the respective variables measured by the two scales namely, Organisational Justice Measure (OJM) and Organisational Commitment Measure (OCM) and the socio-demographic variables (age and gender). Correlations were performed using the SPSS package Version 25. The correlation analysis was done to assess the empirical relationships between organisational justice (distributive justice, procedural justice, interpersonal justice and informational justice), organisational commitment (affective commitment, normative commitment and continuance commitment), and the sociodemographic characteristics of age and gender in a sample of respondents within a Zimbabwean public sector organisations (Empirical research aim 1). The analysis was used to evaluate whether the results produced significant evidence in support of research hypothesis 1 (H1).

Research hypothesis 1 (H1): There are statistically significant relationships between organisational justice (distributive justice, procedural justice, interpersonal justice and informational justice), organisational commitment (affective commitment, normative commitment and continuance commitment), and the sociodemographic characteristics of age and gender in a sample of respondents within a Zimbabwean public sector organisation.

H1(a): There is a significant relationship between distributive justice and organisational commitment (affective commitment, normative commitment and continuance commitment) as manifested in the sample of respondents employed in a Zimbabwean public sector organisation.

H1(b): There is a significant relationship between procedural justice and organisational commitment (affective commitment, normative commitment and continuance commitment) as manifested in the sample of respondents employed in a Zimbabwean public sector organisation.

H1(c): There is a significant relationship between interpersonal justice and organisational commitment (affective commitment, normative commitment and continuance commitment) as manifested in the sample of respondents employed in a Zimbabwean public sector organisation.

H1(d): There is a significant relationship between informational justice and organisational commitment (affective commitment, normative commitment and continuance commitment) as manifested in the sample of respondents employed in a Zimbabwean public sector organisation.

H1(e): Age significantly predicts organisational commitment (affective commitment, normative commitment and continuance commitment) as manifested in the sample of respondents employed in a Zimbabwean public sector organisation.

H1(f): There is a significant relationship between gender and organisational commitment (affective commitment, normative commitment and continuance commitment) as manifested in the sample of respondents employed in a Zimbabwean public sector organisation.

H1(g): Age significantly predicts organisational justice (distributive justice, procedural justice, interpersonal justice and informational justice) as manifested in the sample of respondents employed in a Zimbabwean public sector organisation.

H1(h): There is a significant relationship between gender and organisational justice (distributive justice, procedural justice, interpersonal justice and informational justice) as manifested in the sample of respondents employed in a Zimbabwean public sector organisation.

6.3.1 Correlations: Independent and dependent variables

Spearman's correlations were used to determine the relationship between the independent and dependant variables as well as for age and gender. Table 6.6 summarises this correlational analysis to test empirical research aim 1 (hypothesis 1 (H1(a-d))). The table indicates the correlation coefficient (r) for each relationship.

The correlations between the independent variable and the dependent variable are shown in Table 6.6 below.

Table 6.6

Results: Correlations between organisational justice (distributive justice, procedural justice, interpersonal justice and informational justice) and organisational commitment (affective, continuance and normative commitment)

Variable	Affective Commitment	Continuance Commitment	Normative Commitment	Overall Organisational commitment
1. Distributive Justice	0.232($p < 0.001$)***	0.223($p < 0.001$)***	0.381($p < 0.001$)***	
2. Procedural Justice	0.221($p < 0.001$)***	0.135($p = 0.006$)	0.337($p < 0.001$)***	
3. Interpersonal Justice	0.079($p < 0.109$)***	0.143($p = 0.004$)*	0.227($p < 0.001$)***	
4. Informational Justice	0.219($p < 0.001$)***	0.267($p < 0.001$)***	0.390($p < 0.001$)***	
5. Overall Organisational Justice				0.321($p < 0.001$)***

Notes: (N = 411). *** $p \leq .001$ ** $p \leq .01$ * $p \leq .05$

To determine the strength of associations between the variables, Cohen d's effect size scale was used. According to Cohen (1992), the effect size is considered as low if the value of r varies around 0.1, medium if r varies around 0,3, and large if r varies more than 0.5. The table below describes the effect sizes.

Table 6.7

Various levels of practical effect size

Strength of Association	Coefficient , r	
	Positive	Negative
Small	.1 to .3	-0.1 to -0.3
Medium	.3 to .5	-0.3 to -0.5

Large	.5 to 1.0	-0.5 to -1.0
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The correlation results are discussed below

6.3.1.1 *Distributive Justice and Organisational Commitment*

- Affective Commitment: $r = 0.232 (p \leq .05)$
- Continuance Commitment: $r = 0.223 (p \leq .05)$
- Normative Commitment: $r = 0.381 (p \leq .01)$

Table 6.6 shows that there is a positive correlation which are statistically significant between distributive justice and all the subscale and overall scale variables of organisational commitment (affective commitment, continuance commitment and normative commitment). There is a small positive correlation between distributive justice and affective commitment ($r=.232$; $p \leq .05$; small practical effect); distributive justice and continuance commitment have a positive small correlation with continuance commitment ($r=.223$; $p \leq .05$; small practical effect). However, distributive justice and normative commitment have a positive moderate correlation ($r=.381$; $p \leq .01$; moderate practical effect).

A positive correlation (as in the cases described above) means that as one variable (distributive justice) increases, the other variables (the relevant organisational commitment variables) tend to increase as well. In general, higher levels of distributive justice are associated with higher levels of organisational commitment. However, these relationships are not very strong. The strongest relationship (moderate) is evident between distributive justice and normative commitment, and the effect size is considered moderate to small.

6.3.1.2 *Procedural Justice and Organisational Commitment*

- Affective Commitment: $r = 0.221 (p \leq .01)$

- Continuance Commitment: $r = 0.135$ (statistically significant at $p = 0.006$)
- Normative Commitment: $r = 0.337$ ($p \leq .01$)

There is a positive correlation between procedural justice and affective commitment ($r=0.221$; $p \leq .001$; small practical effect); procedural justice and continuance commitment have a positive correlation ($r=0.135$; $p = 0.006$; small practical effect); procedural justice and normative commitment have a positive correlation ($r=0.337$; $p \leq .001$; small practical effect). However, the correlation with continuance commitment is not statistically significant at $p \leq .05$. The effect size for affective and normative commitment can be considered small.

6.3.1.3 Interpersonal Justice and Organisational Commitment

- Affective Commitment: $r = 0.079$ (not statistically significant at $p = .109$)
- Continuance Commitment: $r = 0.143$ (statistically significant at $p = .004$)
- Normative Commitment: $r = 0.227$ (statistically significant at $p = .05$)

Interpersonal justice has a positive relationship with affective commitment ($r=0.079$; $p = .109$; small practical effect). Interpersonal justice has small positive relationship with continuance commitment ($r=.143$; $p=.004 < .05$; small practical effect). Interpersonal justice and normative commitment have a small positive association ($r=0.227$; $p \leq .001$; small practical effect). Thus, there is a positive correlation between interpersonal justice and all types of organisational commitment, with the highest correlation observed with normative commitment ($r = 0.227$). The positive correlation between interpersonal justice and all types of organisational commitment is statistically significant at $p \leq .05$. The effect size for the observed correlations can be considered small.

6.3.1.4 Informational Justice and Organisational Commitment

- Affective Commitment: $r = 0.219$ (statistically significant at $p \leq .05$)
- Continuance Commitment: $r = 0.267$ (statistically significant at $p \leq .05$)

- Normative Commitment: $r = 0.390$ (statistically significant at $p \leq .01$)

Informational justice had a positive statistically significant relationship with affective commitment ($r=0.219$; $p \leq .001$; small practical effect). Informational justice has a positive association with continuance commitment ($r=0.267$; $p \leq .001$; small practical effect). Informational justice has a small positive relationship with normative commitment ($r=0.390$; $p \leq .001$; small practical effect). The moderate correlation is observed with normative commitment, and the effect size is considered small.

6.3.1.5 Overall Organisational Justice and Overall Organisational Commitment

- Overall Organisational Justice and Overall Organisational Commitment: $r = 0.321$ ($p \leq .01$)

The positive correlation between Overall Organisational Justice and Overall Organisational Commitment is statistically significant ($r=0.321$; $p \leq .001$; small practical effect). This suggests that as perceptions of overall organisational justice increase, overall organisational commitment tends to increase as well. The effect size for this correlation can be considered small. The magnitude of the correlation coefficient ($r = 0.321$) indicates a moderate relationship. In the context of organisational research, a correlation of this magnitude could be considered practically meaningful. It suggests that employees who perceive higher levels of overall organisational justice are likely to have moderate overall commitment to the organisation.

6.3.1.6 Core conclusions

The following core conclusions are reached based on the provided correlation results between various dimensions of organisational justice and organisational commitment:

1. **Positive Associations:** There are positive associations between different dimensions of organisational justice (distributive, procedural, interpersonal, informational) and various types of organisational commitment (affective, continuance, normative, and overall).

2. **Strength of Associations:** The strength of these associations varies from correlations that are relatively small to moderate. For example, the correlations with normative commitment tend to be moderate, indicating a moderate relationship between perceptions of justice and (normative) commitment to the organisation.
3. **Significance Levels:** Many of the correlations are statistically significant at the 0.05 or 0.01 significance levels, suggesting that the observed relationships are unlikely to be due to chance. This adds confidence to the findings.
4. **Practical Effect Size:** While statistical significance provides information about the reliability of the observed relationships, practical effect sizes are also considered. The effect sizes vary, but many can be considered small, indicating meaningful relationships in the context of organisational research.
5. **Overall Organisational Justice and Commitment:** There is a significant and practically meaningful positive correlation between overall organisational justice and overall organisational commitment. This suggests that employees who perceive higher levels of overall organisational justice are more likely to have stronger overall commitment to the organisation.
6. **Procedural Justice and Continuance Commitment:** The correlation between procedural justice and continuance commitment is not statistically significant at the 0.05 level. This indicates that perceptions of procedural justice may not strongly relate to employees' continuance commitment.
7. **Interpersonal Justice:** Correlations with interpersonal justice are generally weaker compared to other dimensions, and some are not statistically significant. This suggests that interpersonal justice may have a less consistent or weaker relationship with organisational commitment.
8. **Normative Commitment:** Normative commitment consistently shows the highest correlations across different dimensions of justice, indicating that employees who feel a sense of obligation to the organisation are more likely to perceive organisational justice positively.

In summary, the core conclusions highlight the positive relationships between organisational justice and organisational commitment, with variations in the strength of these relationships across different justice dimensions and types of commitment. The findings support the idea that fostering perceptions of justice in the workplace can contribute to higher levels of commitment among employees.

6.3.2 Correlations: Gender and dependent variables

Pearson correlations were used to determine the relationship between the socio-demographic and the organisational justice and organisational commitment variables. Tables 6.7 and 6.8 below provide a summary of the correlations between the socio-demographic variables and the constructs relevant to the study.

6.3.2.1 Bivariate correlations between age, gender, and organisational commitment

Tables 6.8 summarises the correlations between the socio-demographic variables and organisational commitment.

Table 6.8

Bivariate correlations (Spearman) between gender and organisational commitment

	Variable	Gender
1	Affective Commitment	-.083($p=0.091$)
2	Continuance Commitment	-.024($p=0.623$)
3	Normative Commitment	.015($p=0.761$)
4	Overall Commitment	-.080 ($p=0.107$)

Notes: ($N = 411$). *** $p \leq .001$ ** $p \leq .01$ * $p \leq .05$

These results are discussed in more detail below.

(a) Affective Commitment and Gender

- Gender: $r = -0.083$ (not statistically significant at $p = 0.091$)

The results show a negative statistically insignificant correlation between gender and affective commitment ($r = -0.083$; $p = 0.091 > .05$; small practical effect). The effect size for gender and affective commitment are small.

(b) Continuance Commitment and Gender

- Gender: $r = -0.024$ (not statistically significant at $p = 0.623$)
- The results indicate a negative non-significant correlation between gender, age and continuance commitment ($r = -0.024$; $p = 0.623 > .05$; small practical effect).

The effect size for the correlation can be considered small.

(c) Normative Commitment and Gender

- Gender: $r = 0.015$ (not statistically significant at $p = 0.761$)

There is a positive insignificant relationship between gender and normative commitment ($r = 0.025$; $p = 0.610 > .05$; small practical effect). The effect size for the correlation is small.

(d) Overall Commitment and Gender

- Gender: $r = -0.080$ (not statistically significant at $p = 0.107$)

There is a negative statistically insignificant correlation between gender and overall organisational commitment ($r = -0.080$; $p = 0.107$); small practical effect). The effect sizes for the correlation can be considered small.

(e) Practical effect size interpretation

- The correlation coefficients for gender with the commitment variables are generally small in magnitude, indicating relatively weak relationships.
- The statistically insignificant correlations suggest that there may be some negative association between gender and affective commitment, but the effect size is small, and caution is needed when interpreting the practical significance.
- For continuance commitment, normative commitment, and overall commitment, there are no statistically significant correlations with gender.

In summary, while some positive statistically insignificant correlations are observed, the effect sizes are small, suggesting limited practical significance. HR managers and researchers should consider these findings cautiously and explore additional factors that may contribute to employees' commitment levels.

(f) Core conclusions

Based on the correlation results between the organisational commitment variables (Affective, Continuance, Normative, Overall) and the demographic variable (Gender), the following core conclusions are drawn:

1. **Limited impact of gender on commitment:** Overall, the correlations between gender and the different types of commitment are generally small in magnitude. The statistically non-significant correlations suggest that, at this level of analysis, gender may *not* be a strong predictor of commitment among employees.
2. **Affective commitment and gender:** A small negative correlation between gender and affective commitment is statistically insignificant. However, the effect size is small, and the practical significance may be limited. While there is a statistical association, the actual impact of gender on affective commitment may not be substantial.

In summary, these findings suggest that while there may be some statistical associations between gender and organisational commitment, the practical significance is limited.

6.3.3 Correlations: Gender and organisational justice

Table 6.9 reports on the bivariate correlations between age, gender and organisational justice constructs (distributive justice, procedural justice, interpersonal justice and informational justice).

Table 6.9

Bivariate correlations (spearman) between gender, and organisational justice

	Variable	Gender
1	Distributive justice	-.027 ($p=0.588$)
2	Procedural justice	-.080($p=0.105$)
3	Interpersonal justice	-.089($p=0.71$)
4	Informational justice	-.071($p=0.152$)
5	Overall OJM	-.081 ($p=0.1$)

Notes: ($N = 411$). *** $p \leq .001$ ** $p \leq .01$ * $p \leq .05$

The results are discussed in more detail below.

(a) **Distributive Justice and Gender**

- Gender: $r = -0.027$ (not statistically significant at $p=0.588$)

There is a statistically insignificant negative correlation between gender and distributive justice ($r=-0.027$; $p=0.588>.05$; small practical effect). The effect sizes are small.

(b) Procedural Justice and Gender

- Gender: $r = -0.08$ (not statistically significant at $p = 0.105$)

There is a negative insignificant correlation between gender and procedural justice ($r = -0.08$; $p = 0.105 > .05$; small practical effect), They also have small effect sizes.

(c) Interpersonal Justice and Gender

- Gender: $r = -0.089$ (not statistically significant at $p = 0.071$)
- Gender and interpersonal justice have a negative insignificant association ($r = -0.089$; $p = 0.071 > .05$; small practical effect). The practical effect size is small for all correlations.

(d) Informational Justice and Gender

- Gender: $r = -0.071$ (not statistically significant at $p = 0.152$)

Gender has a negative insignificant correlation with informational justice ($r = -0.071$; $p = 0.152 > .05$; small practical effect), The effect sizes are small for all correlations.

(e) Overall Organisational Justice and Gender

- Gender: $r = -0.081$ (not statistically significant at $p = 0.1$)

The test resulted in negative statistically insignificant correlations between gender and overall organisational justice ($r = -0.081$; $p = 0.1 > .05$; small practical effect). The practical effect sizes are small.

(f) Practical effect size interpretation

- The effect sizes for the statistically non-significant correlations (those not meeting the $p \leq .05$ threshold) should be interpreted with caution as they suggest weaker relationships.

In summary, while there is no statistically significant correlation between gender and other dimensions of organisational justice. These findings provide insights into the potential influence of gender on employees' perceptions of justice within the organisation.

(g) Core conclusions

The following core conclusions can be drawn from the results set out above.

- 1. Limited influence of Gender on Justice Perceptions:** There are no statistically significant correlations between gender and any of the organisational justice dimensions (Distributive, Procedural, Interpersonal, Informational, Overall). Gender does not appear to have a significant influence on how employees perceive various dimensions of organisational justice in this context.
- 2. Overall limited impact of gender:** The lack of statistically significant correlations between gender and most justice dimensions suggests that, in this study, demographic factors might not play a substantial role in shaping employees' perceptions of organisational justice.

6.4 INFERENCE STATISTICS

Regression analysis and tests for significant differences were conducted, as discussed below.

6.4.1 Regression analysis

Ordinal regression analysis was done to determine whether organisational justice (distributive justice, procedural justice, interpersonal justice and informational justice) positively and significantly predict the relationship with organisational commitment (affective commitment, normative commitment and continuance commitment) in a sample of respondents within a Zimbabwean public sector organisation. The regression analysis was done by conducting ordinal regression analysis, using the IBM Statistical Package for Social Sciences (SPSS software version 25.0). In this research the

organisational justice and organisational commitment variables were treated as ordinal variables. When a questionnaire measures a variable using statements to which respondents provide answers linked to a Likert scale, the data generated is typically considered ordinal. The reason was two-fold: (1) Likert scales consist of ordered categories (e.g., strongly disagree, disagree, neutral, agree, strongly agree) that reflect a ranking or order. (2) The intervals between the points on the scale are not necessarily equal, meaning that the difference between "strongly agree" and "agree" may not be the same as the difference between "agree" and "neutral." Ordinal regression analysis was used to assess whether the results provided significant evidence in support of research hypothesis 2 (H2).

Research hypothesis H2: Organisational justice (distributive justice, procedural justice, interpersonal justice and informational justice) positively and significantly predict the relationship with organisational commitment (affective commitment, normative commitment and continuance commitment).

Table 6.10

Ordinal regression analysis to determine predictive relationship of organisational justice on organisational commitment

	Affective commitment	Continuance commitment	Normative commitment
Distributive justice	1.462	1.131	1.533
Procedural justice	-0.395	-1.323	0.588
Interpersonal justice	-1.749	2.094	0.789
Informational Justice	1.815	1.121	-0.464

β =positive (means a positive relationship); β =negative (means a negative relationship)

Table 6.10 displays regression coefficients resulting from an ordinal regression analysis, assessing the predictive value of organisational justice variables (Distributive, Procedural, Interpersonal, Informational) on organisational commitment variables (Affective,

Continuance, Normative). Below follows a discussion and interpretation of the results based on the coefficients:

6.4.1.1 Affective Commitment Predictions

- Distributive Justice: $\beta = 1.462$
- Procedural Justice: $\beta = -0.395$
- Interpersonal Justice: $\beta = -1.749$
- Informational Justice: $\beta = 1.815$

The coefficients reflect that where distributive justice is experienced in an organisation, the level of affective commitment is also high revealed by a positive coefficient of 1.461. For every unit increase in Distributive justice, the odds of affective commitment also increase by the level of 1.461 times. Similarly, it is shown that informational justice and affective commitment are positively related. For every unit increase in informational justice, the odds of affective commitment ($\beta = 1.815$) also increase as opposed to employees who never experienced informational justice.

Procedural justice and affective commitment has a negative relationship. People still perceive the organisational procedures to be fair but they do not feel affectively influenced. The same relationship is perceived between interpersonal justice and affective commitment. For every unit increase in interpersonal justice, the log odds of affective commitment decrease.

6.4.1.2 Continuance Commitment (C) Predictions:

- Distributive Justice: $\beta = 1.131$
- Procedural Justice: $\beta = -1.323$
- Interpersonal Justice: $\beta = 2.094$
- Informational Justice: $\beta = 1.121$

The coefficients represent the change in the log odds of higher levels of continuance commitment for a one-unit change in each justice variable. Here, distributive justice, interpersonal justice and informational justice have a positive and statistically significant coefficients ($\beta = 1.131; 2.094; 1.121$) suggesting that higher levels of distributive justice, interpersonal justice and informational justice predict higher continuance commitment.

6.4.1.3 Normative Commitment (C) Predictions

- Distributive Justice: $\beta = 1.533$
- Procedural Justice: $\beta = 0.588$
- Interpersonal Justice: $\beta = 0.789$
- Informational Justice: $\beta = -0.464$
- The coefficients represent the change in the odds of higher levels of normative commitment for a one-unit change in each justice variable. Distributive justice, procedural justice and interpersonal justice have a positive and statistically significant coefficient ($\beta = 1.533; 0.588; 0.789$). This indicates that higher levels of distributive justice, procedural justice and interpersonal justice predict higher normative commitment.

6.4.1.4 Discussion

- The positive coefficients for distributive and informational justice in the context of affective commitment support the hypothesis that higher levels of organisational justice positively predict higher affective commitment.
- For continuance commitment, distributive justice, interpersonal justice and informational justice are higher predictors, suggesting that perceptions of fair distribution of outcomes, fair interpersonal treatment between employees and their supervisors and fair distribution of information within the organisation influence the likelihood of employees having higher levels of continuance commitment.

- For normative commitment, distributive justice, procedural justice and interpersonal justice are positive predictors. indicating that a perceived fair distribution of outcomes positively predicts higher normative commitment.

In summary, the results provide support for the hypothesis that organisational justice variables positively predict organisational commitment. However, the predictive power varies across different dimensions of justice and types of commitment. Distributive justice consistently emerges as a significant predictor for all types of commitment, highlighting its importance in influencing commitment levels. The other dimensions and commitment types may have specific contextual nuances that warrant further investigation.

6.4.1.5 Core Conclusions

The following core conclusions are drawn from the ordinal regression analysis:

- The results generally support the hypothesis that organisational justice variables positively predict organisational commitment. This is evident in the positive coefficients for distributive, procedural, interpersonal, and informational justice in relation to affective, continuance, and normative commitment.
- Distributive justice consistently emerges as a significant predictor for all three types of organizational commitment — Affective, Continuance, and Normative. This suggests that employees' perceptions of fair distribution of outcomes play a crucial role in fostering commitment. More specifically, distributive justice is a good predictor of normative commitment. It shows that there is a relationship between the two constructs. It means that when employees receive fair rewards or equal compensation for the effort they put towards the work, they feel obligated to stay with the organisation.
- Procedural justice is a good predictor of normative commitment. It means that when procedures and policies used to implement decisions in the allocation of resources are consistent and fair employees feel obligated to stay with the organisation.

- Interpersonal justice stands out as a significant predictor of continuance commitment and normative commitment, indicating that positive and fair interpersonal relationships within the organisation contribute to employees' feelings of continuing serving the organisation and feelings of obligation towards the organisation.
- Informational justice has positive predictive power for affective commitment and continuance commitment, suggesting that perceptions of fairness in information provision may have an impact on the emotional attachment of employees and their feelings to continue serving the organisation.
- It can therefore be concluded that the predictive power of justice dimensions varies across different types of organisational commitment. For Affective Commitment, both distributive and informational justice are significant predictors. For Continuance, distributive justice, interpersonal justice and informational justice are positive predictors. For normative commitment, distributive justice, procedural justice and interpersonal justice are positive predictors.

6.4.2 Test for significant mean differences

One-way ANOVA was conducted through IBM Statistical Package for Social Sciences (SPSS Version 25.0) to test for significant mean differences based on gender and age. This was performed to determine whether employees from various gender and age groupings differ significantly regarding their experiences of organisational justice (distributive justice, procedural justice, interpersonal justice, and informational justice) and organisational commitment (affective commitment, continuance commitment and normative commitment) (research aim 3). The analysis was conducted to assess whether the results provided significant evidence in support of research hypothesis 3 (H3).

Research hypothesis H3: There are significant differences between employees of different gender and age regarding their experiences of organisational justice (distributive justice, procedural justice, interpersonal justice and informational justice) and organisational commitment (affective commitment, normative commitment and continuance commitment) in a sample of respondents within a Zimbabwean public sector organisation.

This section will report the outcome of One-way ANOVA for the variables of organisational justice (distributive justice, procedural justice, interpersonal justice) and organisational commitment (affective commitment, continuance commitment and normative commitment) in relation to the socio-demographic variables of gender and age. These *p*-values are shown in the table below;

Table 6.11

P-values of organisational justice variables (distributive justice, procedural justice, informational justice and interpersonal justice) and organisational commitment variables (affective commitment, continuance commitment and normative commitment) by gender and age

	Variable	Gender	Age
1	Distributive justice	0.554	0.065
2	Procedural justice	0.098	0.258
3	Interpersonal justice	0.177	0.234
4	Informational justice	0.315	0.380
5.	Affective commitment	0.109	0.306
6.	Continuance commitment	0.650	0.227
7.	Normative commitment	0.610	0.753

6.4.2.1 Tests for significant mean differences: Gender

An Independent Samples T. Test was conducted to test for mean differences by gender. The tests show that there are no significant differences in the means. The p -values are (0.554;0.098;0.177;0.315;0.109;0.650 and 0.610) respectively. When the T-tests results show a p -value that is greater than 0.05, the result is insignificant. This shows that there are no significant differences in the way men and women perceive organisational justice (distributive justice, procedural justice, interpersonal justice and informational justice). The results also reveal that men and women do not differ in the way they commit to the organisation because all p -values are greater than 0.05.

These results indicate that employees of different gender do not differ in the way they commit to the organisation. The results do not support the following sub-hypothesis:

H3a: Males and females differ significantly regarding their perceptions of organisational justice (distributive justice, procedural justice, interpersonal justice and informational justice) and organisational commitment (affective commitment, normative commitment and continuance commitment) as manifested in the sample of respondents employed in a Zimbabwean public sector organisation.

6.4.2.2 Test for significant mean differences: Age

One-way ANOVA test was applied through IBM SPSS (Version 25.0) to determine the mean differences in organisational justice (distributive justice, procedural justice, interpersonal justice and informational justice) and organisational commitment (affective commitment, continuance commitment and normative commitment) based on age. One-way ANOVA is a suitable test in this analysis because age has more than two categories (21-35;36-45;46-55;56-65).

The results showed p -values of (0.065;0.258;0.234;0.380;0.306;0.227;0.753) respectively. The test shows statistically insignificant results. Therefore, a post hoc test (LSD-Least Significant Differences) to check sources of mean differences was not

performed. It shows that employees of different age groups share the same opinions of organisational justice (distributive justice, procedural justice, interpersonal justice and informational justice) and same emotions of organisational commitment (affective commitment, continuance commitment and normative commitment). The results do not support the hypothesis below.

H3b: Different age groups differ significantly regarding their perceptions of organisational justice (distributive justice, procedural justice, interpersonal justice and informational justice) and organisational commitment (affective commitment, normative commitment and continuance commitment) as manifested in the sample of respondents employed in a Zimbabwean public sector organisation.

6.4.3 Hypothesis testing

A research hypothesis was formulated to achieve the empirical objectives of the research study. In this section, the hypothesis will be analysed against the result results to concluded on the direction of the relationships between the variables under study. The results are discussed hereunder.

6.4.3.1 Empirical Research aim 1

There are statistically significant relationships between organisational justice (distributive justice, procedural justice, interpersonal justice and informational justice), organisational commitment (affective commitment, normative commitment and continuance commitment), and the sociodemographic characteristics of age and gender in a sample of respondents within a Zimbabwean public sector organisation.

Hypothesis H1 (a): There is a significant statistical relationship between distributive justice and organisational commitment (affective commitment, continuance commitment and normative commitment) within the sample of respondents within the Zimbabwean public sector organisation.

Results: There is a positive statistically significant relationship between distributive justice and all subscales of organisational commitment (affective commitment, continuance commitment and normative commitment). This means that, as one variable (distributive justice) increases, the other variables (affective commitment, continuance commitment and normative commitment) increase as well. These results support the hypothesis (H1(a)).

Hypothesis H1 (b): There is a significant statistical relationship between procedural justice and organisational commitment (affective commitment, continuance commitment and normative commitment) within the sample of respondents within the Zimbabwean public sector organisation.

Results: There is a significant relationship between procedural justice and organisational commitment (affective commitment and normative commitment). There is an insignificant relationship between procedural justice and continuance commitment. The hypothesis is only positive for the relationship between procedural justice and organisational commitment (affective commitment and normative commitment) and negative for procedural justice and continuance commitment. The results partly support the hypothesis H1(b). The hypothesis is partly accepted.

Hypothesis H1 (c): There is a significant statistical relationship between interpersonal justice and organisational commitment (affective commitment, continuance commitment and normative commitment) within the sample of respondents within the Zimbabwean public sector organisation.

Results: There is a positive relationship between interpersonal justice and organisational commitment (affective commitment, continuance commitment and normative commitment). The results support the hypothesis H1 (c).

Hypothesis H1 (d): There is a significant statistical relationship between informational justice and organisational commitment (affective commitment, continuance commitment and normative commitment) within the sample of respondents within the Zimbabwean public sector organisation.

Results: There is a positive relationship between informational justice and all forms of organisational commitment (affective commitment, continuance commitment and normative commitment). The results support the hypothesis H1 (d).

Hypothesis H1 (e): There is a significant statistical relationship between gender and organisational commitment (affective commitment, normative commitment and continuance commitment) as manifested in the sample of respondents employed in a Zimbabwean public sector organisation.

Results: There is a small negative correlation between gender and affective commitment but the relationship is insignificant and the effect size is practically small. However, there is no correlation between gender and any other type of organisational commitment. While, there is a statistical correlation between affective commitment and gender, the impact is not substantial. The results do not support the hypothesis H1(f).

Hypothesis H1 (f): There is a significant statistical relationship between age and organisational justice (distributive justice, procedural justice, interpersonal justice and informational justice) as manifested in the sample of respondents employed in a Zimbabwean public sector organisation.

Results: There is a statistically significant negative relationship between age and distributive justice. There are no associations between age and other organisational justice variables. The hypothesis H1 (g) is only supported for age and distributive justice.

Hypothesis H1 (g): There is a significant statistical relationship between gender and organisational justice (distributive justice, procedural justice, interpersonal justice and informational justice) as manifested in the sample of respondents employed in a Zimbabwean public sector organisation.

Results: There is no statistically significant relationship between gender and organisational justice (distributive justice, procedural justice, interpersonal justice and informational justice). The results do not support the hypothesis H1(h).

6.4.3.2 *Empirical Research aim 2*

To determine whether organisational justice (distributive justice, procedural justice, interpersonal justice and informational justice) positively and significantly predict the relationship with the outcome variable of organisational commitment (affective commitment, continuance commitment and normative commitment) in a Zimbabwean public sector organisation.

H2: Organisational justice (distributive justice, procedural justice, interpersonal justice and informational justice) positively and significantly predict the relationship with organisational commitment (affective commitment, normative commitment and continuance commitment). The following sub-hypotheses were developed:

H2(a): Distributive justice positively and significantly predicts the relationship with organisational commitment (affective commitment, normative commitment, and continuance commitment).

Results: Distributive justice emerged as a significant predictor of all types of organisational commitment (affective commitment, normative commitment and continuance commitment). The results support the hypothesis H2 (a).

H2(b): Procedural justice positively and significantly predicts the relationship with organisational commitment (affective commitment, normative commitment, and continuance commitment).

Results: Procedural justice positively predicts the relationship with normative commitment only. The results support the hypothesis H2(b) only for normative commitment.

H2(c): Interpersonal justice positively and significantly predicts the relationship with organisational commitment (affective commitment, normative commitment, and continuance commitment).

Results: Interpersonal justice is a positive predictor of continuance commitment and normative commitment. The results support the hypothesis H2(c) for continuance commitment and normative commitment only.

H2(d): Informational justice positively and significantly predicts the relationship with organisational commitment (affective commitment, normative commitment and continuance commitment).

Results: Informational justice positively and significantly predicts a relationship with affective commitment and continuance commitment. The hypothesis H2 (d) is only supported for the two organisational commitment variables.

6.4.3.3 *Empirical Research aim 3*

To determine whether employees from different socio-demographic groups (age and gender) differ regarding their experiences of organisational justice (distributive justice, procedural justice, interpersonal justice and informational justice) and organisational commitment (affective commitment, normative commitment and continuance commitment).

Hypothesis H3: There are significant differences between employees of different gender and age groups regarding their experiences of organisational justice (distributive justice, procedural justice, interpersonal justice and informational justice) and organisational commitment (affective commitment, normative commitment and continuance commitment) in a sample of respondents within a Zimbabwean public sector organisation.

H3a: Males and females differ significantly regarding their perceptions of organisational justice (distributive justice, procedural justice, interpersonal justice and informational justice) and organisational commitment (affective commitment, normative commitment and continuance commitment) as manifested in the sample of respondents employed in a Zimbabwean public sector organisation.

Results: The results reveal that there are no significant differences in the way males and females perceive organisational justice (distributive justice, procedural justice,

interpersonal justice and informational justice) and organisational commitment (affective commitment, normative commitment and continuance commitment) as manifested in a sample of respondents employed in a Zimbabwean public sector organisation. The results do not support the hypothesis H3(a).

H3(b): Different age groups differ significantly regarding their perceptions of organisational justice (distributive justice, procedural justice, interpersonal justice and informational justice) and organisational commitment (affective commitment, normative commitment and continuance commitment) as manifested in the sample of respondents employed in a Zimbabwean public sector organisation

Results: The results show that there are no significant differences regarding the way people of different age groups perceive organisational justice (distributive justice, procedural justice, interpersonal justice and informational justice) and organisational commitment (affective commitment, normative commitment and continuance commitment) as manifested in the sample of respondents employed in a Zimbabwean public sector organisation. The results do not support the hypothesis H3(b).

The overall picture shows that there are no significant differences between employees from different socio-demographic groups with regard to their experiences of Organisational Justice (distributive justice, procedural justice, interpersonal justice and informational justice) and Organisational Commitment (affective commitment, normative commitment and continuance commitment).

6.5 DECISIONS REGARDING THE RESEARCH HYPOTHESIS

Decisions regarding the research hypothesis are shown in table 6.12

Table 6.12

Decisions regarding the research hypothesis

Aim	Research Hypothesis	Supportive Evidence
1	<p>H1 (a): There is a significant statistical relationship between distributive justice and organisational commitment (affective commitment, continuance commitment and normative commitment) within the sample of respondents within the Zimbabwean public sector organisation.</p>	Yes
	<p>H1 (b): There is a significant statistical relationship between procedural justice and organisational commitment (affective commitment, continuance commitment and normative commitment) within the sample of respondents within the Zimbabwean public sector organisation.</p>	Partly
	<p>H1 (c): There is a significant statistical relationship between interpersonal justice and organisational commitment (affective commitment, continuance commitment and normative commitment) within the sample of respondents within the Zimbabwean public sector organisation.</p>	Yes
	<p>H1 (d): There is a significant statistical relationship between informational justice and organisational commitment (affective commitment, continuance commitment and normative</p>	Yes

	commitment) within the sample of respondents within the Zimbabwean public sector organisation.	
	H1 (e): There is a significant statistical relationship between gender and organisational commitment (affective commitment, normative commitment and continuance commitment) as manifested in the sample of respondents employed in a Zimbabwean public sector organisation.	No
	H1 (f): There is a significant statistical relationship between age and organisational justice (distributive justice, procedural justice, interpersonal justice and informational justice) as manifested in the sample of respondents employed in a Zimbabwean public sector organisation.	Partly
	H1 (g): There is a significant statistical relationship between gender and organisational justice (distributive justice, procedural justice, interpersonal justice and informational justice) as manifested in the sample of respondents employed in a Zimbabwean public sector organisation.	No
2	<i>H2(a)Distributive justice positively and significantly predicts the relationship with organisational commitment (affective commitment, normative commitment, and continuance commitment).</i>	Yes

	<i>H2(b): Procedural justice positively and significantly predicts the relationship with organisational commitment (affective commitment, normative commitment, and continuance commitment).</i>	Partly
	<i>H2(c): Interpersonal justice positively and significantly predicts the relationship with organisational commitment (affective commitment, normative commitment, and continuance commitment).</i>	Partly
	<i>H2(d): Informational justice positively and significantly predicts the relationship with organisational commitment (affective commitment, normative commitment and continuance commitment).</i>	Partly
3	<i>H3a: Males and females differ significantly regarding their perceptions of organisational justice (distributive justice, procedural justice, interpersonal justice and informational justice) and organisational commitment (affective commitment, normative commitment and continuance commitment) as manifested in the sample of respondents employed in a Zimbabwean public sector organisation.</i>	No
	<i>H3(b): Different age groups differ significantly regarding their perceptions of organisational justice (distributive justice, procedural justice, interpersonal justice and informational</i>	No

	<p><i>justice) and organisational commitment (affective commitment, normative commitment and continuance commitment) as manifested in the sample of respondents employed in a Zimbabwean public sector organisation</i></p>	
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6.6 CHAPTER SUMMARY

The chapter discussed key areas of the empirical study. The findings from the study were interpreted and integrated structurally. The following outlines the empirical research aims that were achieved.

Research aim 1: To investigate the nature of the statistical inter-relationships between organisational justice (distributive justice, procedural justice, interpersonal justice and informational justice), organisational commitment (affective commitment, normative commitment and continuance commitment) and the sociodemographic characteristics of age and gender in a sample of respondents within a Zimbabwean public sector organisation.

Research aim 2: To determine whether organisational justice (distributive justice, procedural justice, interpersonal justice and informational justice) positively and significantly predict the relationship with the outcome variable of organisational commitment (affective commitment, continuance commitment and normative commitment) in a Zimbabwean public sector organisation.

Research aim 3: To determine whether employees from different socio-demographic groups (age and gender) differ significantly regarding their experiences of organisational justice (distributive justice, procedural justice, interpersonal justice and informational justice) and organisational commitment (affective commitment, normative commitment and continuance commitment).

The final chapter explains the study's conclusions, limitations, and recommendations for future research, as well as the practical application of the research findings.

CHAPTER 7: CONCLUSIONS, LIMITATIONS AND RECOMMENDATIONS

This chapter presents the study's conclusions, limitations, and proposition of recommendations for commitment strategies in a public sector organisation in Zimbabwe. This study addresses the general research aim as outlined in Chapter 1, namely, to draw conclusions and make recommendations that can be articulated to Human Resources (HR) managers with regard to organisational commitment within a Zimbabwean public sector organisation.

7.1 CONCLUSIONS

The main focus of this section is to draw conclusions based on the literature review and the empirical study.

7.1.1 Conclusions relating to the literature review

Literature Research aim 1

The first aim namely, to conceptualise and explain organisational commitment (affective commitment, normative commitment and continuance commitment) was achieved in Chapter 2, attaining conclusions presented below.

Organisational commitment is best explained through three forms of commitment, and these are affective commitment, normative commitment and continuance commitment (Allen & Meyer, 1997). Organisational commitment is best investigated through Allen and Meyer's three-component model (Allen & Meyer, 1997). Affective commitment was conceptualised as related to the emotional attachment towards the organisation (Allen & Meyer, 1997). Normative commitment is described as a commitment that manifests through the sense of responsibility that employees have towards an organisation that holds them back from leaving the organisation (Nahak & Ellitan, 2022). On the other hand, continuance commitment was conceptualised as involvement based on benefits and cost (Nahak & Ellitan, 2022).

Literature Research aim 2

The second aim, namely, to conceptualise and explain organisational justice (distributive justice, procedural justice, interpersonal justice and informational justice) was achieved in Chapter 3, attaining conclusions presented below.

Organisational justice manifests in the work context and is conceptualised in four dimensions (Colquitt, 2001). These dimensions are distributive justice, procedural justice, interpersonal justice and informational justice. Distributive justice was described as fairness related to the distribution of outcomes, procedural justice was described as processes and procedures used in reaching distributive decisions. Interpersonal justice relates to how employees are treated with respect, politeness and decisions whilst informational decisions relate to the fairness of how information about policies and decisions is shared and clearly explained to employees.

Literature Research aim 3

The third aim, namely, to conceptualise the theoretical relationship between organisational justice (distributive justice, procedural justice, interpersonal justice and informational justice) and organisational commitment (affective commitment, normative commitment and continuance commitment) was achieved in Chapters 2 and 3, attaining conclusions presented below.

There is a relationship between organisational justice (distributive justice, procedural justice, interpersonal justice and informational justice) and organisational commitment (affective commitment, continuance commitment and normative commitment).

There are significant differences in the way organisational justice (distributive justice, procedural justice, interpersonal justice and informational justice) has been found to relate to organisational commitment (affective commitment, continuance commitment and normative commitment) with regard to gender and age.

7.1.2 Conclusions relating to the empirical study

Empirical Research aim 1: To investigate the nature of the statistical inter-relationships between organisational justice (distributive justice, procedural justice, interpersonal justice and informational justice), organisational commitment (affective commitment, normative commitment and continuance commitment) and the sociodemographic characteristics of age and gender in a sample of respondents within a Zimbabwean public sector organisation.

The results led to the following conclusions:

- There is a positive statistically significant relationship between distributive justice and all subscales of organisational commitment (affective commitment, continuance commitment and normative commitment).
- There is a significant relationship between procedural justice and organisational commitment (affective commitment and normative commitment).
- There is a positive relationship between interpersonal justice and organisational commitment (affective commitment, continuance commitment and normative commitment).
- There is a positive relationship between informational justice and all forms of organisational commitment (affective commitment, continuance commitment and normative commitment).
- There is a statistically significant negative relationship between age and distributive justice. There are no associations between age and other organisational justice variables.

Empirical Research aim 2: To determine whether organisational justice (distributive justice, procedural justice, interpersonal justice and informational justice) positively and significantly predict the relationship with the outcome variable of organisational commitment (affective commitment, continuance commitment and normative commitment) in a Zimbabwean public sector organisation.

The results led to the following conclusions:

- Distributive justice is a significant predictor of all types of organisational commitment (affective commitment, normative commitment and continuance commitment).
- Procedural justice positively predicts the relationship with normative commitment only.
- Interpersonal justice is a positive predictor of continuance commitment and normative commitment.
- Informational justice positively and significantly predicts a relationship with affective commitment and continuance commitment.

Empirical Research aim 3: To determine whether employees from different socio-demographic groups (age and gender) differ regarding their experiences of organisational justice (distributive justice, procedural justice, interpersonal justice and informational justice) and organisational commitment (affective commitment, normative commitment and continuance commitment).

The results brought us to the following conclusion:

- There are no significant differences in the way males and females perceive organisational justice (distributive justice, procedural justice, interpersonal justice and informational justice) and organisational commitment (affective commitment, normative commitment and continuance commitment) as manifested in a sample of respondents employed in a Zimbabwean public sector organisation.
- The results show that there are no significant differences regarding the way people of different age groups perceive organisational justice (distributive justice, procedural justice, interpersonal justice and informational justice) and organisational commitment (affective commitment, normative commitment and continuance commitment) as manifested in the sample of respondents employed in a Zimbabwean public sector organisation.

7.1.3 Conclusions relating to the central hypothesis

The empirical results provided information partly supporting the central hypothesis, namely; that a statistical significant relationship exists between distributive justice and organisational commitment (affective commitment, continuance commitment and normative commitment); procedural justice and organisational justice (affective commitment and normative commitment); Interpersonal justice and organisational commitment (affective commitment, continuance commitment and normative commitment); informational justice and organisational commitment (affective commitment, continuance commitment and normative commitment), there is no statically significant relationship between organisational justice (distributive justice, procedural justice, interpersonal justice and informational justice) and organisational commitment (affective commitment, continuance commitment and normative commitment) with regards to age and gender.

7.1.4 Conclusions relating to contributions to the field of Human Resource Management

The literature has contributed to the insights into the perceptions of employees regarding fairness and justice in an organisation. The relationship between organisational justice and organisational commitment offered a different understanding of maintaining a committed workforce in an organisation. HR managers can use this understanding when they formulate and develop their organisational commitment strategies.

Regarding the constructs of organisational justice and organisational commitment, HR managers need to ensure that rewards and promotions are fairly distributed amongst employees to have a normatively committed workforce. Procedural decisions regarding the distribution of resources and rewards should be fair and consistent to attract employees who feel obligated to stay with the organisation and continue serving the organisation considering the benefits they receive. On the other hand, HR managers must create strategies to make sure that employees are treated with respect, politeness and dignity so that they continue serving the organisation and feel the need to exert more effort in achieving the objectives of the organisation. Lastly, information on how decisions

and outcomes are reached should be fairly shared and explained to employees clearly. This will increase their level of organisational commitment.

7.2 LIMITATIONS

This section discusses the limitations of the literature review and the empirical study.

7.2.1 Limitations of the literature review

The literature shows a number of studies that were carried out on organisational justice and organisational commitment (Leineweber et al., 2020; Knezović & Smajić, 2022; Wiseman & Stillwell, 2022)). However, there are a few of them that investigated the relationship between organisational justice constructs (distributive justice, procedural justice, interpersonal justice and informational justice) and organisational commitment (affective commitment, continuance commitment and normative commitment) as single constructs. A lot of research justice on organisational justice concentrated on the first two forms of justice (distributive justice and procedural justice) whilst those on organisational commitment mainly focused on affective commitment. To the knowledge of the researcher, no research has been carried out in the Zimbabwean public sector organisation or internationally on relationship dynamics between organisational justice and organisational commitment in a single study.

7.2.2 Limitations of the empirical study

The sample was restricted to a public sector organisation in Zimbabwe. Therefore, the study's findings are limited. Data was collected in a public sector organisation in Beitbridge. The results of the findings cannot be generalized to other sectors or other national contexts. The study was cross-sectional (data was collected from different participants at a single point in time). To overcome these limitations, a similar study is recommended in other different sectors and national contexts. Also, only 411 questionnaires were completed, a larger sample would be convenient to determine the true relationship between the constructs under study. Larger samples are more likely to capture the diversity and variability within the population, reducing the impact of outliers and random fluctuations. While these findings may thus provide insights within the

specific context of the study, caution should be exercised in generalising the results to other organisations or populations. The impact of the findings may vary across different settings.

7.3 RECOMMENDATIONS

Based on the findings of the study, conclusions and limitations, the following recommendations are proposed for human resource management and future research in the field.

7.3.1 Recommendations for the field of Human Resource Management

The public sector organisation must consider the dimensional nature of organisational commitment during recruitment and selection, implementation of proper training and development programs that raise awareness and understanding of organisational justice among employees, performance appraisal systems, reward and remuneration and providing a positive working environment for employees. Emphasise the importance of fair treatment in decision-making processes. It should be noted that not all human resource practices elevate organisational commitment. Therefore, organisations have to employ a meticulous strategy when implementing human resource practices that promote a higher level of organisational commitment (Jawaad et al., 2019).

Human Resources managers should ensure distributive fairness in the allocation of rewards, promotions, pensions, incentives and many more when dealing with employees. Employees' different views should be considered when making distributive decisions. When employees are not satisfied with their salaries, they will withdraw their services which would lead to the failure of the public sector organisation.

The organisation should emphasise their strategies for maintaining a loyal workforce that stays with the organisation. Specifically, HR managers should recognise the importance of normative commitment and work towards building a sense of loyalty and obligation

among employees. Highlight the organisation's values and contributions to employees' professional growth and well-being.

7.3.2 Recommendations for further research

The study was only limited to the chosen sample in Zimbabwe. Further research should be focused on a larger sample to enhance the probability of generalising the results of the study to another sample group. The sample only examined gender and age as socio-demographics; future research should consider other socio-demographic variables which may predict organisational justice and organisational commitment. There is also need for a replication study in a broader sense in a Zimbabwean context, as well as in the private sector. The research will be essential for HR managers as it will enable them to identify implications for organisational commitment in a Zimbabwean organisation. Lastly, it is essential to explore cross-cultural differences in the relationships between organisational justice and commitment. Investigate how cultural factors may influence perceptions of justice and commitment in diverse workplace settings are essential as the current body of knowledge focuses largely on Western practices. By focusing on these research and academic recommendations, scholars can contribute to a deeper understanding of the mechanisms underlying the relationships between organisational justice and commitment, providing valuable insights for both theory and practice.

There is a need for a qualitative exploration of the research topic. Complementing quantitative findings with qualitative research could provide a richer understanding of the factors influencing commitment. Qualitative methods may uncover nuanced insights that quantitative analyses alone may not capture.

In conclusion, HR managers and researchers are encouraged to adopt a comprehensive and context-specific approach when examining factors influencing organisational commitment.

7.4 INTEGRATION OF THE RESEARCH

The literature study investigated the relationship dynamics between organisational justice and organisational commitment in a Zimbabwean public sector organisation. The results

reveal that organisational justice influences organisational commitment. From the literature review, it was argued that the relationship between organisational justice and organisational commitment exists (Adamovic, 2023). However, the empirical study showed the presence of relationships between the following aspects of the two constructs:

- Distributive justice and organisational justice (affective commitment, continuance commitment and normative commitment).
- Procedural justice and organisational commitment (affective commitment and normative commitment).
- Interpersonal justice and organisational commitment (affective commitment, continuance commitment and normative commitment)
- Informational justice and organisational commitment (affective commitment, continuance commitment and normative commitment).

This insight will help HR managers to make informed decisions when formulating their organisational justice and organisational commitment strategies.

7.5 REFLECTION ON GRADUATENESS

Conducting this research study improved the researcher's understanding of the interrelationships between organisational justice and organisational commitment. The researcher also improved her insights regarding these relationships by examining each and every construct against each other to find out what kind of relationship exists between the single constructs.

The results from the research findings equipped the researcher with the areas of organisational justice that need to be addressed to fulfil certain levels of different types of organisational commitment. The researcher is convinced that the findings from the

research study have added to the knowledge of organisational justice and organisational commitment in the African context as well as the public sector environment in Zimbabwe.

The researcher gained more knowledge about the two constructs (organisational justice and organisational commitment and their sub variables). In terms of data analysis and statistics, the researcher learned a lot. The study contributed to the gradueness of the researcher as an HR practitioner. As an HR practitioner, the researcher gained extensive knowledge of the organisational justice strategies to be employed in an organisation to ensure a high level of organisational commitment among employees. The researcher is convinced that the findings of this research study will contribute in a small way to the development of public organisations that support fairness and also foster organisational commitment for excellent performance and profitability.

Personally, the research improved her cognitive thinking and analytical skills, time management, endurance and patience in taking on challenging tasks. It taught the researcher to always remain positive, even when a journey is tough, such as this one. This will help the researcher in accomplishing her work tasks and manage to deal with challenges in life.

7.6 CHAPTER SUMMARY

The chapter discussed the study's limitations and recommendations for future research to examine the relationship dynamics between organisational justice and organisational commitment in a Zimbabwean public sector organisation. The chapter integrated the findings of the study. It concluded and proposed recommendations for future research and the field of Human Resource Management regarding organisational justice and organisational commitment. The research objective was achieved.

This concludes the current study.

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APPENDIX A: ETHICAL CLEARANCE CERTIFICATE



Approved certificate 2021_HRM_011.pdf

APPENDIX B: ORIGINALITY REPORT



NARE N.TURNITIN
REPORT.pdf