

Information, Interactional Justice and Employee Commitment in Oil and Gas Firms in South-South, Nigeria

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Abstract

The study investigated the effect of organizational justice on employee commitment in oil and gas firms in South-South, Nigeria. Informational justice and interactional justice were used as (independent variables) and employee commitment as (dependent variable). The study was anchored on affective events theory. Descriptive survey design was adopted. The study was carried out in South-South, Nigeria. The population of the study comprised 4 oil and gas firm operating in South-South, Nigeria with permanent senior and junior staff of 10,100. The study used data from primary source and was obtained through the distribution of questionnaire. Using Godden's formula to determine the sample size of 600. The Cronbach Alpha was used to determine the reliability of the instrument by using Statistic Package for Social Sciences (SPSS) version 21. Simple percentage analysis was employed to answer the research questions, the analysis results showed that informational justice and interactional justice had significant positive effect on employee commitment in oil and gas firms under study in South-south, Nigeria. the study concluded that organizational justices had a significant positive effect on employee commitment oil and gas companies in South-South, Nigeria. The study suggests that Management of oil and gas firms should allow employees to have access to information timely; this could potentially result in trust in organization. This means that organizations should offer more attractive communication strategies if they want to increase employee commitment.

Keywords: Emotional Commitment, Informational Justice, Interactional Justice and Normative Commitment

1.0 Introduction

Organizations achieve their set objectives when competent and committed employees are engaged (Klein et al, 2022). Nowadays no organization can perform at peak levels unless each employee is committed to the organizations objectives. Hence, it is important to understand the concept of commitment and its feasible outcome. Commitment according to Armstrong-Stassen (2021) is not only a human relation concept but also involves generating human energy and activating human mind. Without commitment, the implementation of new ideas and initiatives will be compromised (Behery, et al 2021; Armstrong-Stassen, 2021). Getting committed employees who are competent and ready to give in their best in the pursuit of the objectives of the organization has been one of the problems facing most organizations especially in oil and gas firms. Some of the indicators of a committed employee include, but not limited to lack of interest in job offers elsewhere, willingness to accept responsibility, expression of job satisfaction, willingness and ability to make useful contributions, eagerness to work with less supervision and not given to unnecessary excuses (Iqra & Yahya, 2018). The development and success of every organization and the society at large depends on an important organizational behaviour variable known as organizational justice. In order for accomplish employee trust, loyalty, productivity and commitment to be achieved, organizations must achieve its vision and organizations fairness policies should be applied by organizations (Akanbi & Ofoegbu, 2018). Organizational justice has therefore been referred to as employees' views or perception of fairness and equal treatment of work related outcomes (Suliman, 2017). It can therefore be said that the success of every organization in the achievement of its objectives rests on management commitment in pursuing fairness at the workplace. Justice is a core factor in establishing and maintaining a stable society. The increase in organizational commitment is directly related to the increase in the employee's individual commitment (Kavanagh, Brown & Benson, 2017). Throughout the years, with the fast-paced development of science and technology, there is an increasing number of awareness received to the study of organizational justice in order to anticipate employee commitment in today's organizations. Realizing the significant role organizations play in the society; people are attracted to the establishment of justice as one of the indicators to job commitment in such organizations. especially in the 21st century, where human factors are more emphasized. Previous study has shown both theoretical as well as the empirical connection between organizationla justice and job commitment (Ohana, 2019). organizational justice has recently received great attention of scholars in various fields of research. Which include industrial relations, social psychology, organizational behaviour, human resource management to mention just a few. Unfairness and lack of motivation in organizations pose some challenge to employees. At the organizational level, lack of justice and poor performance bring about decreased productivity, increase in absenteeism and high turnover rates, decrease in level of trust and cooperation between workers and organization and make organizations not to compete favourably in the global market. At the employee level, unfairness and lack of motivation reduce employee job commitment. Injustice on employees occur in the areas of poor distributive justice, procedural justice, interpersonal justice, informational justice and interactional justice which result to inactive commitment ,ineffective commitment, lack of continuance commitment, poor normative commitment and lack of emotional commitment. In Nigeria, commitment affects the personal lives of employees and these results in low commitment of employees. Organizational justice is inversely linked to employees' commitment. Moreover,

recent studies have shown that high commitment practices can work well synergistically and a reflective of a general justice. Despite various studies looked into employee commitment and organizational justice, majority of studies focused on employee's satisfaction not organization commitment, there is still limited study that looked at employees' commitment and organizations justice to the best of researchers knowledge. Against this backdrop the study examined organizational justice on employee commitment in oil and gas companies in South-South Nigeria. Specifically, to determined the effect of informational justice on normative commitment and interactional justice on emotional commitment in oil and gas companies in South-South, Nigeria.

2.0 Review of Related Literature

Informational Justice

Informational justice perception gauges the adequacy, truthfulness, timeliness, and honesty of the information individuals receive from organizational representatives about why decisions were made or why outcomes were distributed in a certain fashion and the reason for procedures used in implementing the decisions or outcomes (Colquitt, 2021; Gurbuz & Mert, 2019). People believe they are considered an important part of the organization when an organizational official or representative takes the time to explain to them the rationale behind a decision and how the decision outcome will affect them (Tyler & Bies, organization). This feeling enhances employee's positive attitude towards the organization (Bies & Moag, 2021).

Normative Commitment

Normative commitment reflects a feeling of obligation to continue employment. Employees with a high level of normative commitment feel that they ought to remain with the organization. Wiener (organization) suggests that the feeling of obligation to remain with an organization may result from the internalization of normative pressures exerted on an individual prior to entry into the organization (family or cultural orientation), or following entry (organizational orientation). However, normative commitment may also develop when an organization provides the employee with "rewards in advance" (paying collegetuition), or incurs significant costs in providing employment (eg head-hunting fees or the costs associated with job training). Recognition of these investments causes employees to feel an obligation to reciprocate by committing themselves to the organization until the debt has been repaid (Scholl, 2021).

Interactional Justice

Interpersonal justice perceptions have been noted to increase individuals' intention to support the decisions made by authorities (Greenberg, 2021). Because interpersonal justice emphasizes one on-one transactions, employees often seek it from their supervisors. Interpersonal justice is also determined by the formal policies and procedures of an organization (Tyler & Huo, 2022.) The proper enactment of work place procedures is defined by five behaviours: adequate consideration of the employee's input, suppression of personal biases, and consistent application of decision-making criteria, timely feedback and justification for a decision (Skarlicki & Folger, 2017). These factors play important role in affecting employees' perceptions of fairness, acceptance of decisions, and attitudes toward the organization (Colquitt, 2021).

Work place practices which reveal fair interpersonal justice treatment of employees include appropriate justification of decisions (through genuine efforts to explain the results of decisions);

honesty (through avoidance of deception); propriety (through absence of prejudicial statements and inappropriate questions); and respect (sincere and deferential treatment of individuals as well as the absence of personal attacks (Galais & Moser, 2019). Decision makers are said to behave in an interpersonally fair manner when they treat those affected by their decisions properly and enact decisions, policies or procedures fairly (Folger & Konovsky, 2019). Interpersonal fairness perceptions have been shown to affect individuals' attitudes and behaviours (Cropanzano & Greenberg, 2017). Verbal and passive forms of aggression, such as yelling, bullying, and humiliation have a negative impact on people's perceived justice, (Gurbuz & Mert, 2019). Interpersonal justice therefore demonstrates the extent to which people are treated with graciousness, poise and esteem by those involved in the execution of procedures or outcome determination (Colquitt, 2021).

Emotional Commitment

The most popular approach to employee commitment is the emotional commitment. It can simply be defined as strong sense of belonging to the organization and/or identification with the organization. Cohesion Commitment" which is defined by Kanter (2018) as individuals' emotional investments is phrased by Buchanan as the emotional involvement or affiliation with the business organizations goals and targets. This, according to him is in a way a type of commitment for the sake of organization. The data obtained from the results of the studies on emotional commitment show that emotional commitment stems from work experiences (Allen & Meyer, 2020). Emotional commitment in its most general form can be described as sentimentally the individuals' willingness to stay at the business organization by their own will.

Theoretical Framework

The theoretical foundation of this paper is anchored on "affective events theory"

Affective Events Theory (AET)

This Theory was propounded by Howard in (1974). The theory explains how emotions and moods influence employee commitment, organizational commitment and job satisfaction. It emphasizes the linkages between employees' internal influences such as cognitions, emotions, mental states and employees' reactions to such incidents that occur in their work environment which affect their job commitment, commitment and job satisfaction. This theory stresses that affective work behaviours are explained by employee's mood and emotions while cognitive based behaviour is the best predictor of job satisfaction.

Affective events theory maintains that positive-inducing (up lifts) as well as negative inducing (hassles) emotional incidents at work are distinguishable and have a significant psychological impact upon workers job satisfaction. The result of internal factors such as cognition, emotions, mental states and external affective reactions displayed through job satisfaction, job commitment and employee commitment? The theory also posits a positive relationship among job satisfaction, commitment, recognition, market share and retention or turnover in the organization. Workers who report low satisfaction are likely to engage in planned quitting whereas employees who report high job satisfaction will remain, display high level of commitment, influence organizational market share locally and internationally and invariably leads to recognition of the employees and the organization locally and globally. The increase in market share of the organization's products/services as a result of general acceptance of the organization's offerings influences both

the employees and the organization locally and internationally and as well lead to increase in the profitability of the organization.

In oil and gas company, employee commitment is affected by events within the working environment like the level of share of the market of the company's products/services, the level of acceptance or recognition of the presence of the company locally and globally, the level of profitability of the company which may lead to job satisfaction and retention or intention to quit which in the long run affect the sustainability and overall commitment in the oil and gas company. In this regard, the application of affective events theory influences the banks' leaders to consider the commitment of developed oil and gas in the global strategize their effort toward improving their commitment locally and globally through value reorientation of their employees. Affective events theory enables banks to change their market orientation. This is because market orientation is the organization wide generation of market intelligence pertaining to current and future customer needs, dissemination of the intelligence across departments and organizations wide responsiveness to it.

The affective events theory is relevant to this study because the theory maintains that organization culture that most effectively and efficiently created the necessary behaviours for the creation of superior value for employee to continue commitment to the organizations. Employee commitment according to theorists emphasized the set of beliefs that putting the customers' interest first while considering the employees and other stakeholders will lead to development of a long term profitability enterprise (Adderson, 2004). The commitment of oil and gas company solely depend on the degree/rate of employee commitment which will influence both customer loyalty and market share toward global recognition and profitability/sustainability in the business environment. Using the overall measure of employee commitment, Farzad, (2008) in his study of strengthening the satisfaction-profit chain, found that market orientation was positively related to the firm's self-reported commitment measure. Gron (2000) found that there was a positive correlation among market orientation, customer satisfaction and loyalty in the hospitality firms.

Empirical Review

Omobola (2022) investigated the influence of organizational justice on the organizational commitment of library personnel in public universities in South-West Nigeria. A survey research design was adopted. A total remuneration was used. Findings showed that organizational justice had a significant influence on organizational commitment of library personnel. The findings also revealed that distributive justice and interactional justice significantly influenced the affective commitment of library personnel while procedural justice was not significant.

Ajala, (2022) investigated the influence of organisational justice on organisational commitment in manufacturing firms in Ibadan, Oyo State, Nigeria. The descriptive survey research design of ex-post facto type was used for the study. Two hundred and fifty (250) employees were randomly selected from five manufacturing firms from Industrial Estates in Ibadan, Oyo States. The respondents span across the four major job levels from senior management, middle management, supervisory and junior staff. The main instrument used for the study was a questionnaire tagged "Organisational Justice and Organisational Commitment Questionnaire - OJOCQ" with five sub-sections. Frequency counts and percentages were used to analyse the demographic characteristics of the respondents while Pearson Product Moment Correlation and Multiple Regression Analysis

were used to analyse the research questions and hypotheses at 0.05 level of significance. Findings from the study showed that the joint contribution of the independent variables to the dependent variable was significant ($F = 163.165$). It was found that there was significant and positive relationship between distributive justice and organisational commitment. ($r = .697$) Furthermore, there was significant positive relationship between procedural justice and organisational commitment ($r = .739$) and that there was significant positive relationship between interactional justice and organizational commitment ($r = .715$). Ajah (2021) investigated the influence of organizational justice on organizational commitment in manufacturing firms in Ibadan, Oyo State, Nigeria. The descriptive survey research design of ex-post facto type was used for the study. Two hundred and fifty (250) employees were randomly selected from five manufacturing firms from Industrial Estates in Ibadan, Oyo States. The respondents span across the four major job levels from senior management, middle management, supervisory and junior staff. The main instrument used for the study was a questionnaire tagged “Organizational Justice and Organizational Commitment Questionnaire - OJOCQ” with five sub-sections. Frequency counts and percentages were used to analyse the demographic characteristics of the respondents while Pearson Product Moment Correlation and Multiple Regression Analysis were used to analyse the research questions and hypotheses at 0.05 level of significance. Findings from the study showed that the joint contribution of the independent variables to the dependent variable was significant. It was found that there was significant and positive relationship between distributive justice and organizational commitment. Furthermore, there was significant positive relationship between procedural justice and organizational commitment and that there was significant positive relationship between interactional justice and organizational

Alqhiwi (2021) examined the employee’s perception of the organizational justice and its dimensions in the Jordanian Potash Company and impact of such perception on improvement the commitment efficiency in the mention company. To achieve the study objectives, a questionnaire composed of (54) items has been prepared. The tool sincerity has been tested by being presented to a set of referees. The internal consistency of the questionnaire’s items has been tested using Cronbach’s Alpha Coefficient; the overall reliability coefficient of the tool has been (0.91). The study concludes a number of results, including. The results refer to the level of the employee’s perception to the organizational justice concept and its dimensions in the Jordanian Potash Company were (high). Also, the analysis results show that the employee’s commitment efficiency level in the Jordanian Potash Company was (high). There is a statistically significant impact at the significance level ($\alpha = 0.05$) for the organizational justice dimensions.

Mahdi (2021) studied organizational justice and commitment of citizenship behavior by teachers in the public secondary schools in Egypt. The study aimed at identifying the organizational justice and commitment of citizenship behavior by teachers in the public secondary schools in Egypt. A simple random sample of (1083) teachers from eight governorates was selected. The result revealed that there is a statistically significant impact for organizational justice dimensions in commitment of citizenship behavior by teachers.

Ibrahim (2021) studied reality of organizational justice in the Jordan public universities from perspective of faculty staff and employees. The study aimed to identify reality of organizational justice in the Jordan public universities from perspective of faculty staff and employees. The study

population consisted of all faculty members and employees in the Jordan public universities for academic year 2021/2021; (18712) members by (3875) faculty members and (14837) employees. The researcher used two questionnaires: the first one was to measure degree of practice of organizational justice in the Jordan public universities from perspective of faculty members, and the second one was to measure degree of practice of organizational justice from the employees' perspective. The analysis revealed that there were statistically significant differences among the arithmetic means for degree of exercise of the organizational justice in the Jordanian public universities from perspective of the faculty members and employees in favor of the faculty members.

Hoa et al, (2020) examines the impact of organizational rewards, procedure justice, and perceived supervisor support on perceived organizational support, and the impact of perceived organizational support on affective commitment to the organization in the logistic enterprises. Quantitative research is applied to measure relationships using regression analysis. The research data was collected by convenient method from 180 employees who work in different departments in the logistics industry. The study results found that organizational rewards, procedure justice, and perceived supervisor support have a positive relationship to the perceived organizational support. Also, found that perceived organizational support has strong impact on the affective commitment to the organization.

Jameel et al, (2020) examined the relationship between organizational justice (OJ) and organizational commitment (OC) among secondary school teachers. The sample consisted of 98 teachers working in 8 public secondary schools. OJ consists of three dimensions, namely, distributive justice (DJ), procedural justice (PJ), and interactional justice (IJ) which was used to measure the level of perception of justice among teachers, whereas to determine the level of commitment among teachers, the study used OC questionnaire. Pearson correlation and regression analysis methods were used to find the relationship and the impact of OJ on OC. The main findings of the study indicated that there is a positive and significant relationship between OJ dimensions and OC; DJ found highly correlated with OC. However, PJ and IJ positively and significantly predicted OC among secondary school teachers. The study could provide some significant literature contributions on the OJ and OC of secondary school teachers in developing countries.

Faruk and Yil (2021) investigated the impacts of three aspects of organizational justice, namely, distributive justice, procedural justice and interactional justice on the task commitment of employees in Turkey. The study was conducted based on data collected from 942 teachers working in public schools in three Turkish metropolitan cities. The hypotheses were tested using partial least squares structural equation modeling techniques. The findings of the study indicated that among the three aspects of organizational justice, distributive justice has a positive and significant impact on task commitment.

3.0 Methodology

This study adopts descriptive survey research design. This was considered appropriate because it enable the researcher to carefully describe and explain factual and detailed information about the variables under study. This study was carried out in South-South geopolitical zone of Nigeria. The population of the study consists of 4 oil and gas firm operating in south-south, Nigeria with permanent senior and junior staff of 10,100 as at 31st Dec., 2024. The firms include; Shell Nigeria

Corporation, Chevron Nigeria Corporation, Exxon Mobil Nigeria Corporation and Nigeria Agip Oil Company.

The study used data from primary source and was obtained through the distribution of questionnaire.

Using Godden's (2004) formula:

$n = \frac{Z^2 Pq}{C^2}$ the sample size of this study is 600.

The Cronbach Alpha was used to determine the reliability of the instrument by using Statistic Package for Social Sciences (SPSS). This involved simple percentage analysis to answer research questions. Linear regression analysis was used to assess the effect of organizational justice on employee commitment.

4.0 DATA PRESENTATION, ANALYSIS AND INTERPRETATION

A total of five hundred and sixty six copies of questionnaires were distributed to the respondents, out of which five hundred and fifty were properly filled and found relevant to the study. This shows a response rate of 97.2 percent. 16 copies of questionnaire were invalid with the rate of 2.8 percent. Therefore, the analysis in this section was based on the five hundred and fifty relevant copies.

Research Question One: *To what degree does informational justice affect normative commitment in oil and gas companies in South-South, Nigeria?*

Table 1: Response on views on the notion that interpersonal justice addresses the fairness of person oriented treatment such as the respect with which one has been treated

| | Frequency | Percent |
|-------------------|------------|------------|
| Agree | 210 | 38 |
| Strongly Agree | 200 | 36 |
| Neutral | 75 | 14 |
| Disagree | 51 | 9 |
| Strongly Disagree | 14 | 3 |
| Total | 550 | 100 |

Source: Field Survey, 2024/SPSS

Table 4.22 reveals that greater percentages 38 % of respondents agree that interpersonal justice addresses the fairness of person oriented treatment such as the respect with which one has been treated, 36 % strongly agree, 14 % are neutral, 9 % disagree while 3 % of respondents strongly disagree.

Test of Hypotheses

The hypotheses were tested by simple and multiple regression analysis through the use of SPSS Computer Package Version 23. Hypotheses one to five were tested by the use of Simple Regression Analysis.

Hypothesis Four

Ho: Informational justice has no significant positive effect on normative commitment oil and gas companies in South-South, Nigeria

Hi: Informational justice has a significant positive effect on normative commitment oil and gas companies in South-South, Nigeria

Model Summary^b

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate | Durbin-Watson |
|-------|-------------------|----------|-------------------|----------------------------|---------------|
| 1 | .943 ^a | .890 | .889 | .55300 | .070 |

a. Predictors: (Constant), Informational Justice

b. Dependent Variable: Normative Commitment

ANOVA^a

| Model | Sum of Squares | Df | Mean Square | F | Sig. |
|--------------|----------------|-----|-------------|----------|-------------------|
| 1 Regression | 1130.029 | 2 | 565.014 | 1847.614 | .000 ^b |
| 1 Residual | 139.754 | 457 | .306 | | |
| Total | 1269.783 | 459 | | | |

a. Dependent Variable: Normative Commitment

b. Predictors: (Constant), Informational justice

Coefficients^a

| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|-------|-----------------------|-----------------------------|------------|---------------------------|--------|------|
| | | B | Std. Error | Beta | | |
| 1 | Normative Commitment | -.379 | .051 | | 7.482 | .000 |
| 1 | Informational justice | .791 | .035 | .732 | 22.282 | .000 |

Dependent Variable: Employee Commitment

R = 0.943

R² = 0.890

F = 1847.614

T = (22.282; 7.064)

DW = 0.070

Interpretation:

The regression sum of squares (1130.029) is greater than the residual sum of squares (139.754), which indicates that more of the variation in the dependent variable is explained by the model. The significance value of the F statistics (0.000) is less than 0.05, which means that the variation explained by the model is not due to chance.

R, the correlation coefficient which has a value of 0.943, indicates that there is positive relationship between informational justice and normative commitment. R square, the coefficient of determination, shows that 0.89.0% of the variation in normative commitment is explained by the model.

With the linear regression model, the error of estimate is low, with a value of about .55300. The Durbin Watson statistics of 0.070, which is not more than 2, indicates there is no autocorrelation. The informational justice had a Beta coefficient of 0.943 indicates a positive significance between informational justice and normative commitment, which is statistically significant (with $t = 22.282$; 7.064). Therefore, the null hypothesis should be rejected and the alternative hypothesis accordingly accepted. Thus informational justice has a significant positive effect on normative commitment of oil and gas firm in South-South, Nigeria.

Hypothesis Five

Ho: Interactional justice has no significant positive influence on emotional commitment in oil and gas companies in South-South, Nigeria

Hi: Interactional justice has a significant positive influence on emotional commitment in oil and gas companies in South-South, Nigeria

Model Summary^b

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate | Durbin-Watson |
|-------|-------------------|----------|-------------------|----------------------------|---------------|
| 1 | .955 ^a | .912 | .912 | .49380 | .041 |

a. Predictors: (Constant), Interactional justice

b. Dependent Variable: Emotional Commitment

ANOVA^a

| Model | Sum of Squares | Df | Mean Square | F | Sig. |
|--------------|----------------|-----|-------------|----------|-------------------|
| 1 Regression | 1158.105 | 1 | 1158.105 | 4749.478 | .000 ^b |
| 1 Residual | 111.678 | 458 | .244 | | |
| Total | 1269.783 | 459 | | | |

a. Dependent Variable: Emotional Commitment

b. Predictors: (Constant), Interactional Justice

Coefficients^a

| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|-------|-----------------------|-----------------------------|----------------------|---------------------------|--------|------|
| | | B | Std. Error | Beta | | |
| | | 1 | Emotional Commitment | -.199 | | |
| | Interactional justice | 1.135 | .016 | .955 | 68.916 | .000 |

Dependent Variable: Emotional Commitment

R = 0.955

R² = 0.912

F = 4749.478

T = 68.916

DW = 0.041

Interpretation:

The regression sum of squares (1158.105) is greater than the residual sum of squares (121.187), which indicates that more of the variation in the dependent variable is explained by the model. The significance value of the F statistics (0.000) is less than 0.05, which means that the variation explained by the model is not due to chance.

R, the correlation coefficient which has a value of 0.955, indicates that there is positive relationship between interactional justice and emotional commitment. R square, the coefficient of determination, shows that 0.91.2% of the variation in emotional commitment is explained by the model. With the linear regression model, the error of estimate is low, with a value of about .51439. The Durbin Watson statistics of 0.041, which is not more than 2, indicates there is no autocorrelation.

The interactional justice coefficient of 0.955 indicates a positive significance between interactional justice and emotional commitment, which is statistically significant (with $t = 68.916$). Therefore, the null hypothesis should be rejected and the alternative hypothesis accordingly accepted. Thus interactional justice has a significant positive influence on emotional commitment in oil and gas companies in South-South, Nigeria.

Informational Justice and Normative Commitment

Informational justice had a significant positive effect on employee commitment in public organizations under study in South-South, Nigeria. This findings is in line with the findings of Bies and Shapiro (2018) who their ascertain that organizational justice development has brought to light that fair procedures does not only involve process control but does include the provision of information to justify the processes. Also Frazier et al. (2020) agrees with the findings that shows that informational justice had a significant positive effect on employee commitment. It deals with the quality of communication in respect to decision making that directly affect individuals. This result is in line with the findings by Rahman, Haque, Etali and Michael (2021) who concluded in their study on the impact of organizational justice on employee job satisfaction among company in Bangladesh that it has significant relationship with employee commitment.

Interactional Justice and Emotional Commitment

Interactional justice had a significant positive influence on employee commitment in public organizations under study in South-South, Nigeria. Brockner and Greenberg, (2020) study show that there is substantial empirical support for the effect of fair interpersonal treatment on individuals' attitudes and behaviors. Interpersonal justice reflects the degree to which people are treated with politeness, dignity, and respect by authorities and third parties involved in executing procedures or determining outcomes. Bies (2017) maintained that interpersonal communication is one of the behaviors of decision makers that are associated with fair and unfair interpersonal treatment. The result also agrees with Shapiro et al. (2022) showed that interactional justice had a positive significant effect on employee commitment. Interpersonal justice addresses the fairness of person oriented treatment such as the respect with which one has been. From the view point of Lind & Tyler, (2018) interpersonal justice looks at the character and attitude of the communication that affects individuals and is concerned with how individuals in charge of "allocating resources and rewards in the workplace behave towards the recipients. (Chou, 2019), result shows that

interactional justice had a positive significance with employee commitment. The findings of this study are in line with Akram et al (2020) who found a strong positive relationship between interactive justice and employee innovative work behavior.

5.0 Conclusion and Recommendations

This work evaluated the effect of organizational justice on employee commitment oil and gas companies in South-South, Nigeria. The organizational justice was proxy using interpersonal justice informational justice and interactional justice against employee commitment. Based on the analysis result, the study concluded that organizational justices had a significant positive effect on employee commitment oil and gas companies in South-South, Nigeria. The study suggests that Management of oil and gas firms should allow employees to have access to information timely; this could potentially result in trust in organization. This means that organizations should offer more attractive communication strategies if they want to increase employee commitment. Management should ensure interactional justice by fostering open and transparent communication channels within the sector, where employees can voice their concerns, suggestions, and grievances without fear of retribution to improve employee commitment bias, correct ability, representation, accuracy, and ethicality.

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