

**EFFECT OF ORGANISATIONAL JUSTICE ON THE RETENTION OF NON-
ACADEMIC STAFF IN SOME SELECTED PRIVATE UNIVERSITIES IN
OGUN STATE, NIGERIA**

BY

OGUNNIYI, ADEDIRAN GEORGE

15PAC01269

JUNE, 2018

**EFFECT OF ORGANISATIONAL JUSTICE ON THE RETENTION OF NON-
ACADEMIC STAFF IN SOME SELECTED PRIVATE UNIVERSITIES IN
OGUN STATE, NIGERIA**

BY

OGUNNIYI, ADEDIRAN GEORGE

15PAC01269

Being A Research Project Submitted to the Department of Business Management in Partial Fulfillment of the Requirements for the Award of Master of Science (M.Sc) Honours Degree in Industrial Relations and Human Resource Management, Department of Business Management, College of Business and Social Sciences, Covenant University, Ota, Ogun State, Nigeria.

JUNE, 2018

ACCEPTANCE

This is to attest to the fact that this dissertation is accepted in partial fulfilment of the requirements for the award of a Masters Degree in Industrial Relations and Human Resource Management (IR/HRM), Covenant University, Ota, Ogun State.

Mr. John A. Philip

.....

(Secretary, School of Postgraduate Studies)

Signature & Date

Professor Samuel T. Wara

.....

(Dean, School of Postgraduate Studies)

Signature & Date

DECLARATION

I hereby declare that this research project titled “**Effect of Organisational Justice on the Retention of Non-Academic Staff in some selected Private Universities in Ogun State, Nigeria**” was carried out by me and presented to the Department of Business Management, College of Business and Social Sciences, Covenant University, Ota.

OGUNNIYI, ADEDIRAN GEORGE

(Researcher)

.....

Signature and Date

CERTIFICATION

This is to certify that this research project titled “**Effect of Organisational Justice on the Retention of Non-Academic Staff in some selected Private Universities in Ogun State, Nigeria**” was supervised by me and presented to the Department of Business Management, College of Business and Social Sciences, Covenant University, Ota.

DR. ADENIJI, ANTHONIA A.

Project Supervisor

.....

Signature and Date

DR. IYIOLA, OLUWOLE O.

Head, Department of Business Management

.....

Signature and Date

External Examiner

.....

Signature and Date

DEDICATION

This research work is dedicated to Almighty God for the grace, knowledge and health to embark on it. He avails me with unequalled strength and understanding all through my academic exploration. I also dedicate this study to my beautiful family who are the torch that beam words of encouragement anytime I am dispirited while carrying out this study.

ACKNOWLEDGMENTS

My sincere gratitude goes to God Almighty for his mercies and preservation throughout the period of this postgraduate programme. To Him alone be all the Glory.

My intense appreciation goes to the Chancellor, Dr. David Oyedepo for giving the non-academic staff an opportunity for career development and more especially for creating a scholarship platform to portend this advancement. I cannot thank you enough sir. Also, the Vice-President (Education), Pastor Faith Oyedepo for the passion and zeal she portrays for academic enhancement and continuous learning attributes. I am deeply grateful to the Management of the University for counting worthy of this privilege to undertake this task, the Vice-Chancellor, Professor AAA. Atayero; the Registrar, Dr. Olumuyiwa Oludayo, the Deputy Vice-Chancellor, Professor Shalom Chinedu and the second and third substantive Vice-Chancellors, Professor Aize Obayan and Professor Charles Ayo respectively, who always seek to create avenues for skill development and nonstop growth for me. The former Registrars that I was privileged to serve under their coaching; Mrs Mary Aboyade, Pastor Olamide Olusegun, Pastor Ubong Ntia, Dr. J. N. Taiwo, Dr. Daniel Rotimi and Pastor Yemi Nathaniel, you all have contributed to building my skills in one way or the other. May the Lord bless you all.

I want to deeply appreciate the Head of Department of Business Management, Dr. Oluwole Iyiola for your fatherly advice and supports towards this attainment. I am indeed indebted to 'Mama', Dr. Anthonia A. Adeniji (My Supervisor), who will always go out of her official way and duties to ensure that I always do the needful and the required, especially as it relates to this academic voyage. She always proffers medium for smooth understanding of process and also do everything within the ambit of her authority to push me into going the extra mile in this programme. May all your efforts never go unrewarded in Jesus Name.

I am thankful to all my lecturers in the Department, Professor Roland Worlu, Professor David Akinnusi, Dr. Omotayo Osibanjo, Dr. Olaleke Ogunnaike, Dr. Ebe Igbinoba, Dr. Odunayo Salau, Dr. Dotun Ibidunni and a host of others. May the Lord reward you all. I am sincerely appreciative of my colleagues in the Industrial Relations and Human Resource Management programme; Mr Emmanuel Efe-Imafidon, Mr Zino Umokoro, Miss Helen Jevwegaga, Miss Deborah Elabor, Mrs Kemi Ade-Adeniji, Miss Ngozi Mgbeahuru and the entire 2017 class, you guys are just too awesome. You made the academic companionship a worthwhile adventure.

I am really grateful for the people that God used in attending to my research work, the people that helped distribute the questionnaires and the individuals that administered them, both at Covenant and Babcock. Dr (Mrs) Owolabi, Secretary, College of Postgraduate Studies, Babcock University, Mr Gbenga Soyeye (Babcock), Mr Cornelius Abatan, Mrs Rebecca Adesiyon, Mr Timothy Akinpelu, Mrs Bukola Adewumi and lots of others just to mention but a few. The Lord will never let you experience stagnation in Jesus Name. Many thanks to my friends and colleagues for the support and encouragement at every point, people such as Mrs Titilayo Akanle, Mr Tayo Okunola, Mrs Priscilla Ajayi, Mr Bidoun Ogunremi, Mr Femi Adetutu, Mr Kingsley Nwah, Mr Ayo Oyewale and a host of others.

My heart gives glory to the wonderful family that the Lord bestowed on me, from my parents and my other parents (inlaw), Mr and Mrs Kunle Ogunniyi and Mr and Mrs Christopher Olajide respectively, who always have reasons to scold and admonish me on the need for continuous improvement of my capacity, my siblings Dayo, Atilade, Wale, Wumi and ‘Brother’ Delani. I thank God for having you all by my side. My kids are the most understanding mates that I am blessed with, Adetola and Adefola, they have sacrificed a lot of would be leisure and outing moments just for me to be able to attend to my studies and work, they always tell me “Daddy, don’t worry we will go there tomorrow or we will do it tomorrow. The tomorrow for those activities may never come to be, yet they understand. I cannot wish for any other children than you guys. You are just awesome. To the best wife in the world, the precious gift that I have, Serah Olufunmilayo, she understands me like no other person would, you are the best friend anyone can think of, I say thank you for holding forth the home at my incessant absence in this career development and towards accomplishing this substantial academic knowledge.

ABSTRACT

This study scrutinized the subject of organisational justice and the influence it has on staff retention. The major objective of this study is to determine the effect of organisational justice on staff retention and specifically non-academic staff in some selected private universities in Ogun State, Nigeria. This study made use of primary and secondary data; the primary data was obtained from the use of questionnaires while the secondary data was obtained from textbooks, journal articles, internet articles, organisations' websites and library materials, both published and unpublished. This study was tested on 197 returned questionnaires out of a total of 250 questionnaires that were distributed to the non-academic staff of Covenant and Babcock Universities, Ogun State, Nigeria. This study tested four hypotheses which were drawn from the research objectives, through regression analysis. Findings revealed that, organisational justice (independent variable) which has three components: distributive justice, procedural justice and interactional justice has significant effect on retention (dependent variable) which includes: staff engagement and staff commitment. The study concluded that appraisal creates perceived injustice and, thus encourages studies in organisational effectiveness. Based on these findings, some recommendations were made: Covenant and Babcock Universities should endeavour to embrace participative management which is geared towards employee empowerment and develop processes or procedures that inspire unfiltered or unbiased feedback mechanism between the management and the non-academic staff. The study also presented areas for further research works.

Keywords: Organisational Justice, interactional justice, employee engagement, employee commitment

TABLE OF CONTENTS

PART A

	Page
Title page	i
Acceptance	ii
Declaration	iii
Certification	iv
Dedication	v
Acknowledgments.....	vi
Abstract	viii
Table of contents.....	ix
List of tables.....	xi
List of figures.....	xii

PART B

CHAPTER ONE: INTRODUCTION

1.1	Background to the Study.....	1
1.2	Statement of the Research Problem	4
1.3	Objectives of the Study	6
1.4	Research Questions	6
1.5	Research Hypotheses	7
1.6	Significance of the Study	7
1.7	Scope of the Study	8
1.8	Operationalization of Research Variables.....	9
1.9	Outline of Study.....	9
1.10	Definition of Terms.....	10

CHAPTER TWO: LITERATURE REVIEW

2.0	Preamble	12
2.1	Conceptual Framework.....	12
2.1.1.	Organisational Justice	12
2.1.2	Why Employees Care About Justice.....	15