



LEVERAGING THE RELATIONSHIP BETWEEN ORGANISATIONAL JUSTICE AND RETENTION OF INFORMATION TECHNOLOGY PROFESSIONALS IN SOME SELECTED PRIVATE UNIVERSITIES

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ABSTRACT

Background: *The recent recession has placed importance on innovation performance, reduction of costs, and retention of talent. Concurrently, the increase in turnover, negative workplace behaviours and frustration have driven an omnipresent interest in ethics and organizational justice. Organisational justice remains topical in Nigeria's educational quest for long term competitiveness. Unfortunately, most of the existing studies adopted a uni-dimensional approach to organizational justice and primarily focused on performance, ignoring its impact on retention outcome.*

Methods: *Overall, a quantitative approach was adopted in empirical research conducted within selected private universities. One hundred and ninety-seven (197) Information Technology Professionals of selected private universities in Ogun state, Nigeria were involved in the survey and was analysed using measurement and structural models.*

Results: *A quantitative analysis of survey data highlighted the underlying principles necessary to nurture an environment that promotes justice, equity and retention. Organisational justice has various dimensions and each one of them exerts varying degree of impact on the retention of IT professionals in private universities. The study indicated that distributive and interactional justice have positive and significant impact on retention of staff. While that of procedural justice was not accepted as its results were seen to be negatively associated and insignificant too.*

Conclusion: *Organizational justice is very important, playing an important role in influencing employees' work attitude and enthusiasm. The role of management is to ensure that organisational justice prevails and jobs are equally distributed along with equal distribution of benefits and rewards. Fair implementation of rules and regulations with no personal or selective favours is essential.*

Keywords: Justice, Equity, Retention, Turnover, Performance, Behaviour, IT Professionals.

Cite this Article: Adeniji A. Anthonia; Ogunniyi A. George; Salau P. Odunayo; Falola Hezekiah; Maxwell Olokundun Atolagbe M. Tolulope and Dirisu Joy, Leveraging the Relationship Between Organisational Justice and Retention of Information Technology Professionals in Some Selected Private Universities, *International Journal of Mechanical Engineering and Technology*, 10(2), 2019, pp. 752-763.

<http://www.iaeme.com/IJMET/issues.asp?JType=IJMET&VType=10&IType=2>

1. BACKGROUND

The recent recession in Nigeria has placed importance on efficient performance, reduction of costs, and retention of talent (Abdulkareem & Oyeniran, 2015). Concurrently, the increase in turnover, negative workplace behaviours and frustration have driven an omnipresent interest in ethics and organizational justice. Fairness, or justice, is a topic that has challenged philosophers and researchers dating back to Plato and Socrates (Colquitt & Rodell, 2011; Odunayo, Ayodeji & Omotolani, 2015). Justice exemplifies the basis of individuals' relationship to employers. Alternatively, injustice corrodes the bonding within the community; and this can be painful to individuals and damaging to organizations.

Justice is one of the most important factors influencing satisfaction of the staff in an organization. Organizational justice is a social construct that concentrates on perceptions of fairness in the workplace and attempts to answer the question "what is fair" in the context of employment (Colquitt & Rodell, 2011; Cropanzano & Mitchell, 2005). It links the objective aspect of decision-making to the subjective perceptions of fairness. Organizational justice is measured indirectly by assessing perceptions of fairness (Ganegoda & Folger, 2015; Wang, Liao & Xia, 2010). Individuals conduct a personal evaluation about the ethical and moral standing of managerial conduct (Abdali, 2014). Based upon the behaviour of the organization, the individual develops attitudes and behaviours according to their judgments. Abdulkadir, Isiaka and Adedoyin, (2012); Ejumudo (2014) conceptualized organizational justice as the guidelines and standards that govern the organization in terms of distribution of benefits and resources, processes related to these resources, interpersonal relationships, and levels of communication between the organization, leaders and employees. This concept encompasses the three dimensions that are now considered to be proxies of organizational justice: distributive, procedural and interactional (Adeniji & Osibanjo, 2012; Abdulkadir, Fab & Obinna, 2016; Fischer, 2013).

Organisational justice is used to illustrate the function of fairness as it has direct effect on employee's performance. Organisational justice comes in many forms depending on the nature and size of the organization. It has been found to be an important aspect for the effective and efficient management and retention of employees, yet there is little evidence for the implementation of such strategy. Organisational justice remains topical in Nigerian educational quest for long term competitiveness. Most studies such as Colquitt, Scott, Rodell, Long, Zapata, Conlon and Wesson (2013); and Ganegoda & Folger (2015) adopted a uni-dimensional approach to organizational justice and primarily focused on performance, ignoring the concept of retention outcome.

Procedural justice shows the neutrality of the formal procedures and the rules that control a system (Brockner & Siegel, 2006). It has been observed that employees have perception of procedural justice if supervisors provide sufficient information about their decisions regarding procedures (Ganegoda & Folger, 2015). A research carried out by Day (2011); Adeniji and

Akinbode, (2018) on banks in developing countries Nigeria inclusive revealed that many banks have rigid rules and bureaucratic structure as one of their most serious obstacles to improving banks' performance, however, there is a dearth of studies on procedural justice and staff engagement using the educational sector as a study area.

Distributive justice is the perceived fairness of rewards. A meta-analysis examined the linkage between distributive justice and job satisfaction and concludes that very high correlation is present between these two variables (Colquitt & Rodell, 2011). Ganegoda & Folger, (2015) studied the relationship between distributive justice perceptions and pay level satisfaction and found very high correlations between them. Studies on organisational justice Gberevbie, (2010); Enoksen, (2015) are linked mainly to performance and satisfaction, without focusing on how distributive justice system can be used to foster staff commitment.

Interactional justice is also a major concern in promoting the nature of association between supervisor and subordinates (Arvanitis & Hantzi, 2016; Byrne, Piitts, Chiaburu & Steiner, 2011). Ghani, Dzulkipli, Yassin, Mahamad & Ramli, (2014) studied the correlation between the interactional justice (supervisors) and employees' productivity in Jordanian industries. But did not explain how employees whose perception about their relationships with immediate supervisors would have positive influence on the engagement of others. As a result of the gap identified, this study would evaluate how interactional justice would influence staff engagement.

The significance of organisational justice has largely been researched but most of these studies ignored the effect of gender on the perception of organisational justice and how this influence employee retention in the institutions, (Muhammad & Basharat, 2011; Kerwin, Jordan & Turner, 2015; Ndulue & Ekechukwu, 2017). This becomes a major gap for this study. Studies on reward structure, motivation paradigm, salary administration, human capacity development are no longer a new topic in the field of strategic human resource management programmes and philosophies. In spite of the attention and resources paid to the practice of fairness, organisations still fail to identify some of the major reasons why employees who perform well in organisations leave (Ganegoda & Folger, 2015; Abdali, 2014; Adeniji & Osibanjo, 2012; Gberevbie, 2012; Enoksen, 2015).

Choices concerning information technology have an impact on almost every aspect of education: staffing, budget, equipment, curriculum, teaching methodologies and the development of personnel. Every year, educational institutions at all levels have to deal with the problem of how to cope with constantly changing technology while confronting tight or decreasing budgets and competing curriculum demands. (Olokundun et.al 2017). Organizations globally are spending millions of dollars replacing information technology (IT) professionals (Arnold, 2016). Organizations globally are spending millions of dollars replacing information technology (IT) professionals (Arnold, 2016). IT professionals, who possess technical skills and competencies that interconnect business processes, are costly to replace (Thomas, 2015). There are direct and indirect costs associated when an IT professional leaves, such as advertising fees, headhunting fees, and project delays. Without a firm understanding of the reasons why IT professionals leave their positions, many business leaders do not have strategies to reduce their turnover rates.(Woźniak & Łubieńska 2013).

It is against the background that this study tends to look at the effect of organisational justice on employees' retention using IT professionals of University A and University B.

2. RESEARCH METHODS

The study applied the quantitative research design to collect essential information relevant to the study and also to get valid answers to research questions on the current status of

organisational justice system in the University system. In this study, the sample frame is made up of the IT professionals list in selected private university in Ogun state, Nigeria. Ogun state was selected because it has the largest concentration of private universities in Nigeria.

The individual staff provided information by answering the questionnaire on the status of organisational justice system in the institution. This study adopted the stratified random sampling technique and this gave all the respondents the equal representation to be included in the survey. The whole process of the sampling was done in a way that each subject was divided into smaller groups or strata which were chosen from the entire population.

The questionnaire comprises age, gender, educational status, etc. Section B will address questions as they relate to organisational justice and the retention of non-academic staff of University A and University B. The 5- Likert scale technique shall be used to indicate the response. The respondent would be made a request to indicate whether they "Strongly Agree" (SA), "Agree" (A), "Undecided" (U), "Disagree" (D) or "Strongly Disagree" (SD) to the questions asked in this segment.

Copies of questionnaire distributed to the non-academic staff of Universities A and B were used as the primary source of getting information. Questionnaire comprises of close ended questions was used as the research instrument, so as to cover a large representation of the population. Organisational justice dimensions and employee retention were measured using the works by various scholars such as: Bhatnagar, (2013;); Burma, (2014); Clay-Warner, Robinson, Smith-Lovin, Rogers and James (2016) Rowland & Hall (2012); Day (2011); Colquitt & Rodell (2011); Oni-Ojo, Salau and Dirisu, (2015); Cloutier, Denis and Bilodeau, (2012); Cheng, (2014); Di Fabio and Palazzeschi, (2012).

Consistency is essential in reliability because it helps in delivery of similar results. A measure is said to be consistent and reliable if it portrays the same result over time or produces similar results or different results with a slight difference. It basically entails the degree to which a research instrument yields similar result from time to time. For the purpose of this research, the researcher used the construct validity to measure the items in both latent and observed variables. Specifically, the researcher adopted the use of convergent validity to ascertain the reliability and determine the degree of consistency of items used in the study. In ensuring the objectives of this research, the data was evaluated using descriptive statistics and structural models. The frequency distributions were shown in Tables 1 and 2 respectively.

3. DATA ANALYSIS AND PRESENTATION

Response rate from the selected Universities' non-academic staff

S/N	Universities	Staff strength	Number of Questionnaire Distributed	Number of Completed Questionnaire	Percentage of Questionnaire used for Analysis
1	University A	456	150	121	61.4%
2	University 8	362	100	76	38.6%
Total		818	250	197	100%

Source: Researcher's Computation (2018)

3.1. Descriptive Statistics

Table 2 Descriptive Statistics on Perceived Procedural Justice

		Procedural Justice					
		Strongly Disagree	Disagree	Undecided	Agree	Strongly Agree	Total
Job decisions are made by my supervisor in a biased manner	University A	16	51	20	24	10	121
	University B	21	35	9	8	3	76
My supervisor ensures that all employee concerns are heard before job decisions are made	University A	12	32	23	45	9	121
	University B	2	12	13	38	11	76
My supervisor clarifies decisions and provides additional information when requested by employees	University A	5	16	11	76	13	121
	University B	1	6	5	49	15	76
All job-related decisions are communicated consistently to all affected employees	University A	2	20	14	67	18	121
	University B	1	5	8	49	13	76

Table 3 Descriptive Statistics on Perceived Distributive Justice

		Distributive Justice					
		Strongly Disagree	Disagree	Undecided	Agree	Strongly Agree	Total
My work and pay is fair and considerate	University A	11	42	30	33	5	121
	University B	9	12	14	32	9	76
Overall the rewards I receive are quite fair	University A	12	40	28	40	1	121
	University B	4	16	15	37	4	76
I feel that my job responsibilities are quite fair	University A	5	19	15	75	7	121
	University B	1	11	5	51	8	76

Table 4 Descriptive Statistics on Perceived Interactional Justice

		Interactional Justice					
		Strongly Disagree	Disagree	Undecided	Agree	Strongly Agree	Total
Employees are allowed to challenge or appeal job decisions made by their supervisors	University A	24	51	23	22	1	121
	University B	8	23	16	26	3	76
My manager explains job decisions to me explicitly	University A	9	35	21	51	5	121
	University B	3	13	6	48	6	76
When decisions are made about my job, the manager is sensitive to my personal needs	University A	16	51	20	33	1	121
	University B	4	13	15	36	8	76
When decisions are made about my job, the manager shows concern for my rights as an employee	University A	17	30	30	41	3	121
	University B	4	11	13	38	10	76
The manager offers adequate justification for decisions made about my job	University A	8	32	29	48	4	121
	University B	2	11	11	45	7	76
Concerning decisions made about my job, the manager discusses with me the implications of the decisions	University A	9	47	19	44	2	121
	University B	3	16	8	41	8	76
When making decisions about my job, the manager offers explanations that make sense to me	University A	7	27	29	54	4	121
	University B	2	13	8	44	9	76

Table 5 Descriptive Statistics on Staff Retention

		Staff Retention					
		Strongly Disagree	Disagree	Undecided	Agree	Strongly Agree	Total
Job decisions are made by my supervisor in a biased manner	University A	9	34	13	50	15	121
	University B	2	3	6	48	17	76
Regular feedback on the performance of employees	University A	6	30	23	56	6	121
	University B	0	5	11	50	10	76
Employee's suggestions and decisions are highly considered	University A	23	39	32	26	1	121
	University B	0	9	12	46	9	76
Good reward system according to employees' contributions	University A	14	51	25	29	2	121
	University B	1	16	20	28	11	76
Proper safety and health instruction programmes for employee	University A	20	37	20	36	8	121
	University B	0	9	7	48	12	76
Recognition of the need for work and other aspects of personal life	University A	14	34	31	38	4	121
	University B	0	6	9	51	10	76
Discount/rebate on services rendered to staff	University A	37	44	23	15	2	121
	University B	2	11	12	43	8	76
Tasks to be accomplished are clearly stated and explained to employees	University A	7	20	18	62	14	121
	University B	1	5	9	54	7	76

Leveraging the Relationship Between Organisational Justice and Retention of Information
Technology Professionals in Some Selected Private Universities

Details of the convergent reliability using the Confirmatory Factor Analysis are presented in Table 1. The table indicated that the coefficient correlation is highly correlated and the conditions for checking the reliability of CFA were all met and significant as shown in Table 6.

Table 6 Result of Convergent reliability using Confirmatory Factor Analysis

Variables	Items	Cronbach's Alpha	rho_A	Composite Reliability	Ave. Variance Estimated	No of Items
<i>Threshold</i>		≥ 0.7	≥ 0.7	≥ 0.7	≥ 0.5	
Organizational Justice (JC)	Procedural Justice	0.738	0.712	0.717	0.578	5
	Distributive Justice	0.836	0.887	0.731	0.555	5
	Interactional Justice	0.729	0.729	0.717	0.696	5
Retention of Non-Academic Staff (DV)		0.791	0.788	0.831	0.612	5

The results of Table 6 depict that the factor loadings of CFA and the major conditions used to examine the convergent validity as suggested and recommended by Dugguh and Dennis, (2014); Ejiofor and Mbachu, (2001); Foster, (2010) were met. Having run the test, the SEM was presented, and results of fit indices was shown in Figure 1 and Table 7 respectively.

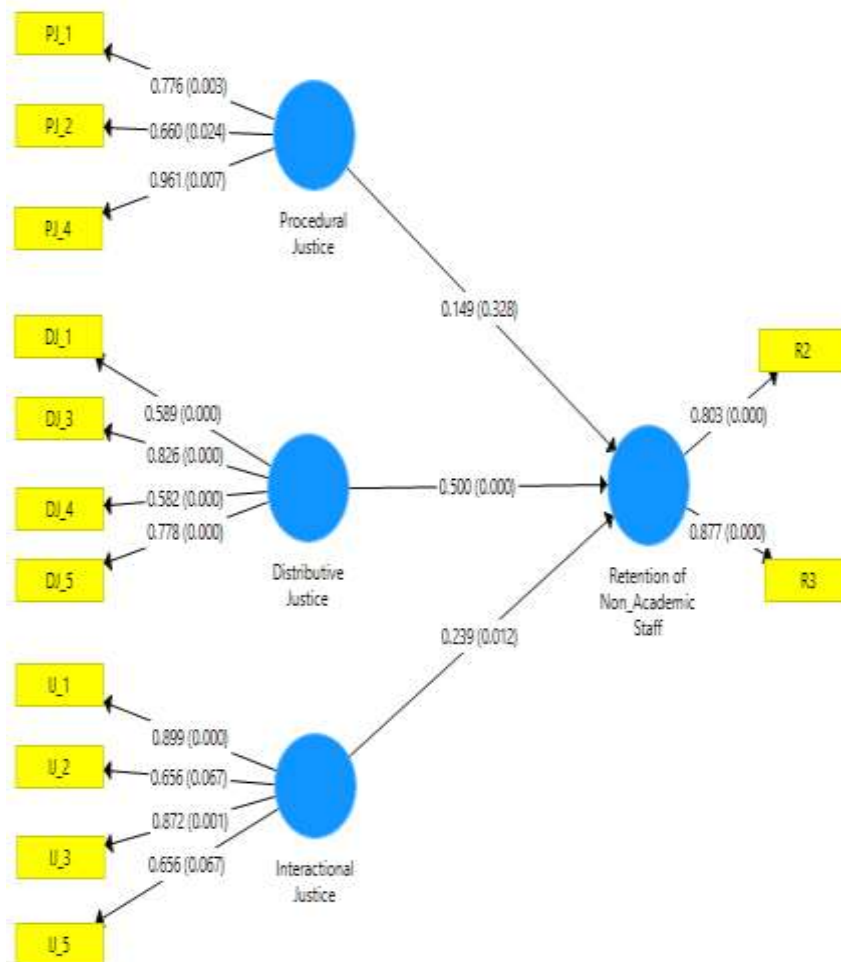


Figure 1 Regression Weights of the Variables

Table 7 Co-efficient Determination and Standardized Regression Weights

Parameters		Firm(s)	R-Square	R-Square Adj.			
Organisational Justice		University 'A'	0.482	0.474			
Organisational Justice		University 'B'	0.254	0.250			
Reyention of Non Academic staff			0.204	0.197			
Dependent		Independent	Estimate	S.E.	C.R.	P	Sig
Retention	<---	Distributive Justice	.500	.083	6.035	0.000	Accepted
Retention	<---	Interactional Justice	.239	.094	2535	0.012	Accepted
Retention	<---	Procedural Justice	.149	.152	0.980	0.328	Not Accepted

The idea of standardization was extended to a multivariate system, which possesses many properties, called partial regression coefficients. The term "path coefficient" indicates the use of a diagram-based (see Figure 1) approach to consider the possible causal linkage between of a variable assumed to be a cause on another variable assumed to be an effect) as presented above. The results of the 'goodness of fit' suggest that all the conditions of SEM were met and the relationship among the various were significant except for demographic characteristics.

Under each null hypothesis, bootstrapping resampling which indicates the statistical power of the proposed tests and their sensitivity with respect to size of the co-efficient has been performed to obtain the bootstrap approximation using the histogram path co-efficient. Hence, the histograms of the bootstrap approximations of the GoF distributions under the null hypotheses for Test 1, Test 2, Test 3, Test 4 and Test 5 were presented in the figure below.

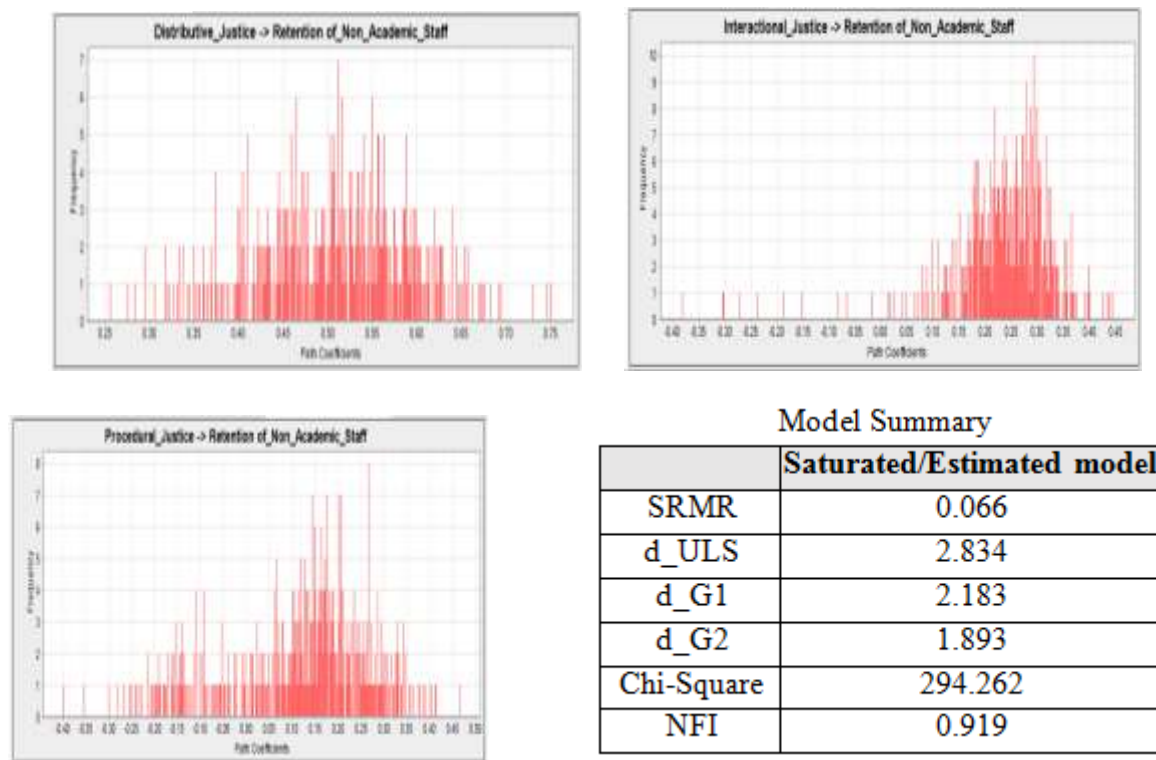


Figure 2 Histogram Path Co-efficient

Table 4 Testing the Hypotheses of the Study

Hypotheses	Statements	Accepted	Rejected
H1a	Distributive Justice has an effect on staff productivity	X	
H1b	Distributive Justice has no effect on staff productivity		X
H2a	Interactional Justice has an effect on staff productivity	X	
H2b	Interactional Justice has no effect on staff productivity		X
H3a	Procedural Justice has an effect on staff productivity		X
H3b	Procedural Justice has no effect on staff productivity	X	

4. DISCUSSION

The impact of organisational justice on employee retention was studied in this current research work. The existence of society revolves around the principles of justice. Organisational justice has various dimensions and each one of them exerts varying degree of impact on the retention of IT professionals of private universities. Previous research on the subject supports that the degree of influence of each dimensions of organisational justice is different on the retention of employees. These results were supported by early research results like organisational justice has been seen to enhance individual and group level performance and retention of employees in their organisations. Secondly, the study also indicated that distributive justice has positive and significant impact on retention of staff. While that of procedural justice was not accepted as its results were seen to be negatively associated and insignificant too. In previous researches its results were seen to be affecting employee performance both positively and negatively from organization to organization. In various sectors, procedures mostly are adopted without any formal input from employees that is why it was seen to be negatively associated with retention. Finally, the findings also affirmed that interactional justice has positive and significant impact on retention. Previous researches also supported these results as interactional justice impacts employees' performance (Mathimaran & Kumar, 2017; Mendes & Stander, 2011; Munap, Badrillah & Rahman, 2013; Maina, 2015).

5. CONCLUSION AND MANAGERIAL IMPLICATIONS

The role of management is to ensure that organisational justice prevails and jobs are equally distributed along with equal distribution of benefits and rewards. Fair implementation of rules and regulations with no personal or selective favours is essential. Professionalism needs to be maintained. Inputs of workers are valued and accepted and team work is encouraged. Similarly, employees should have positive attitude towards their organization. They must respect the rules and regulations of their organization. Employees shall keep their motivation high and take positive part to achieve the organizational goals.

From the theoretical discoveries and empirical discoveries above, the research objectives of embarking on this research has been achieved and these recommendations have been made concerning this field as a study. They include:

- Private universities should endeavour to increase their participation in the practice of employee empowerment. This can be achieved by organizing more seminars that will generate awareness to employers and employees on the positive effects of employee empowerment and develop initiatives and practices that support the practice in the organization.
- The management should endeavour to encourage the parties involved in the empowerment process to agitate for it in the best possible way. This can be improved through a good feedback mechanism process between the management and the

employees to a level that they are free to speak out on factors that can help improve empowerment

- The universities should continually undertake organisational retention surveys to measure the attitude, output and behaviours of employees and employers alike, towards ensuring overall organisational success. The management should also embrace a better participative management system since it is one of the best ways to ensure that all employees are in tune with the happenings in the organization and this would give them the notion that the organization listens to them and thereby leading to employees' commitment
- Managers should look for a strategy to improve participative management because from the data gotten, the level of participative management is low. Finally, participative system should include mental and emotional involvement, acceptance of responsibility, motivation to contribute, in order to help develop commitment.

ACKNOWLEDGEMENTS

We acknowledge the sponsorship of University A's management who provided necessary support for this study.

AVAILABILITY OF DATA AND MATERIALS

The datasets analyzed during the current study are available from the corresponding author on reasonable request.

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Leveraging the Relationship Between Organisational Justice and Retention of Information
Technology Professionals in Some Selected Private Universities

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