

**ORGANIZATIONAL JUSTICE AND EMPLOYEE WORK ATTENDANCE OF
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Ignatius Ajuru University of Education, Rumuolumeni Port Harcourt***Email: dumopara@gmail.com***ABSTRACT**

This study examined organisational justice and employee work attendance of manufacturing companies in South-South Nigeria. The study adopted the correlational survey research design. The population of the study consisted of 135 registered manufacturing companies in South-South Nigeria. A sample size of 389 respondents (employees) was used for the study. The sample size was determined using the Taro Yamene's formula. A structured questionnaire was used to obtain data from the respondents. The data collected were presented and analyzed using percentage and frequency analysis, mean and standard deviation, while the Spearman Rank Order Correlation Coefficient and partial correlation analysis were used to test the formulated hypotheses. The SPSS version 22.0 was used to aid the analysis. The findings revealed that there is positive and significant relationship between organisational justice and employee work attendance. Based on the findings, it was concluded that organizational justice has a significant positive relationship with employee work attendance. Based on the conclusion, it was recommended that management team of manufacturing companies in South-South Nigeria should ensure that there is distributive in their organization as it would motivate workers to exhibit good behavior at work.

Keywords: Organisational, Justice, Procedural, Distributive, Interactional, Employee Work Attendant

INTRODUCTION

Every organization expects its workers to exhibit good behaviours such as organizational citizenship behaviour, organizational commitment and work attendance/punctuality (Juneja, 2015). Organizational citizenship behaviour is an individual behaviour that is discretionary, not directly or explicitly recognized by the formal reward system, and that in the aggregate promotes the effective functioning of the organization (Bateman & Organ, 2008). Such behaviour includes the display of sportsmanship, altruism, courtesy, conscientiousness, organizational loyalty and civic virtue. Organizational commitment is an individual's identification with and involvement in the organization, characterized by a strong belief and acceptance of the organizational goals and values and a willingness to exert considerable effort on behalf of the organization (Meyer & Allen, 2007). Such commitment may take the form of affective, continuance or normative commitment (Meyer & Allen, 2007). Work attendance refers to the extent to which employees are punctual at work (Juneja, 2015). It includes reporting at work on time, maintaining closing hour, reducing absenteeism behaviour, increasing employee productivity and morale (Juneja, 2015). Organizations are calling on their workers to exhibit good behaviours since it is the only way to maintain a healthy work culture. However, in order to motivate workers to exhibit good work behaviour, there must be organizational justice. Justice remains a crucial part of human life and since labour relations are part of life as a whole, justice is also important in work life because it can influence individual work behaviour.

A positive perception about the workplace procedures, outcomes and interactions is more likely to promote good behaviours among workers and inhibit them from acting against the organization while a negative perception about the workplace procedures, outcomes and interactions will result to negative work behaviour which in turn affects the organization's success (Baldwin in Ajala, 2015). It is against this background that this study intends to examine the relationship between

organizational justice and workers' behaviours in manufacturing organizations in the south-south zone of Nigeria

Research Hypotheses

The following hypotheses are formulated to guide this study:

Ho₁: There is no significant relationship between distributive justice and employee work attendance in manufacturing companies.

Ho₂: There is no significant relationship between procedural justice and employee work attendance in manufacturing companies.

Ho₃: There is no significant relationship between interactional justice and employee work attendance in manufacturing companies.

Concept of Organisational Justice

Managers in modern organizations need to ensure that there is justice in the organization. This is because employees' perception of organizational injustice has a negative implication on their work attitude and behaviour (Durrani et al, 2015). Alsalem and Alhajani (2007) noted that employees usually react to inequitable outcomes, lapses in the processes of distributing outcomes as well as unfair interpersonal interactions. To ensure that there is organizational justice, managers need to sensitize all employees on issues relating to outcomes allocations, the processes and procedures for allocating outcomes and interact with all employees in the same manner (Meyer & Smith, 2000). Meyer and Smith (2000) further stated that managers should periodically organize meetings with all the employees and give them the opportunity to express their opinions and grievances, and provide detailed explanations to them to help clarify issues and misunderstanding. This will help to shape employees' perceptions in such a way that they will perceive justice in the organization.

Employee's perceptions of justice or injustice influence their attitudes and behaviours (Cohen-Charash & Spector, 2001). According to Cohen-Charash and Spector (2001), employees are likely to exhibit good behaviours at work when they perceive justice and fairness in the organization, but when they perceive injustice in the way in which rewards are allocated, politics in the procedures used in allocating the rewards and unfair interpersonal treatment; they are likely to put up a negative work behaviours such as absenteeism, late coming, lack of job commitment and deliberately decreasing their inputs and productivity. Folger in Okocha and Anyanwu (2016) agreed with Cohen-Charash and Spector's argument when they stated that if organizational policy, decisions, procedures and managerial actions are perceived to be unfair and unjust, the affected employee will develop the feeling of anger, outrage and resentment.

Therefore, managers need to pay close attention to the issue of justice. According to Fuchs & Edwards (2012), justice is a crucial issue in modern management and any manager who fails to ensure that there is justice in their organization is likely to face the risk of losing its workforce, their commitment and citizenship behaviour. Matters of fairness are abound to arise in every organization especially when it comes to allocation of rewards, procedures in allocating rewards, assignment of tasks, promotion, interpersonal relationships or interaction (Folorunso et al, 2014). Alsalem and Alhajani (2007) noted that employees are more concerned about the degree of fairness in the rewards they receive, the procedures for allocating the rewards and their interpersonal treatment. Therefore, issues relating to allocation of monetary resources, hiring of employees, policy making and policy implications that affect employees should be given special attention in terms of justice (Colquitt et al, in Akanbi & Ofoegbu, 2013).

Organizational justice offers employees a reference frame which allow them to interpret organizational reality and to behave accordingly (Kanovsky in Misuko, 2012). This is because

employees' perceptions of fairness or injustice would have a strong influence their work behaviours, and consequently their overall productivity and organizational success (Colquitt, Greenberg & Zapata-Phelan, in Akanbi & Ofoegbu, 2013). De More et al in Okocha and Anyanwu (2016) noted that disgruntled employees retaliate to organizational injustice either directly by vandalism, theft and sabotage or indirectly by withdrawing his or her organizational citizenship behaviours (such as sportsmanship, courtesy civic virtue and organizational loyalty), psychologically withdraw their job commitment and demonstrate resistance behaviour.

Organizational justice is an important predictor of organizational success. According to Cropanzano et al in Akanbi and Ofoegbu (2013), organizational justice has the potentials of creating a powerful benefit for the both the employees and the organization. For employees, justice would motivate them to increase their job commitment and productivity, reduced absenteeism and encourage them to exhibit organizational citizenship behaviour. To the organization, justice would enable it achieve its set goals. Akanbi and Ofoegbu (2013) posited that an organization that is fair in its procedures, policies, interactions and distribution system would make its employees give a better response in terms of positive behaviour and increased productivity. Turek et al in Mendryk (2017) opined that the feeling of fairness influence employee job satisfaction which translates into job commitment. Colquitt et al in Mendryk (2017) agreed that employee's perception of justice lead to increased job commitment and trust for the organization.

Employee Work Attendance

Employee work attendance refers to the extent to which an employee is punctual at work (McClenney, 2002). Flood and Barbato (2005) described work attendance as the degree to which an employee reports for work, keeps to the resumption time and close at the time set out by the organization. It is a behaviour whereby an employee consistently presents himself/herself work, perform his or her duties and maintain the close hours set by management (Anderson, 2004). Every organization needs to pay close attention to their employees particularly their level of work attendance. This is because such behaviour has a great impact on the organizational success. However, it is the duty of managers to ensure that their subordinates report for work regularly. This can be done by monitoring their subordinates closely (Banerjee & Duflo, 2006). McClenney (2002) stated that managers can curtail the problem of absenteeism by creating a work register and maintaining appropriate work attendance records for each employee.

Regular work attendance is crucial to the growth and survival of an organization. According to Ivancevich (2003), work punctuality is the key to business growth and survival. Without work punctuality, it will be difficult for an organization to grow and prosper. Robinson (2002) stated that managers must do everything within their power to ensure that workers regularly present themselves at work and meet their set target. He further stated that managers do not only need to ensure that workers regularly report for work but also ensure that they resume work at the right time set out by the management. Rhodes and Steers (2010) posited that when workers regularly report themselves for work, they will be able to perform their duties effectively and meet the target set for them by their superior. They explained that the reasons why many workers fail to meet their set target is because they do not regularly report for work while others who report for work regularly often come late to work. When an employee does not regularly present himself/herself for work, it becomes extremely difficult or impossible for the organization to achieve its set goals. This will consequently affect the growth and survival of the organization.

Every employee owns their organization the duty to report for work regularly as contained in their employment contract. However, many employees have preached this employment contract by absenting themselves from work due to one reason or the other. Hoque and Islam (2003) noted that many employees have cultivated the habit of abstaining from work due to one reason or the

other. He explained that some employees absent themselves from work deliberately because they are not satisfied with the way certain things are done in the organization, while others give poor health conditions, family challenges and other emergence as reasons for the absenteeism. Flood and Barbato (2005) stated that when employees regularly absent themselves from work, it is the organization that will suffer. Therefore, managers must be up and doing to ensure that workers do not play on their intelligent to use feverous excuses to absent themselves for work.

Regular work attendance is a sure way of improving the productivity of the workforce in any organization. According to Banerjee and Duflo (2006), regular work attendance helps to ensure that workers meet their set target and increase their productivity. Robinson (2002) noted that workers who regularly report for work usually have a higher productivity than those who do not regularly present themselves at work. Commenting on the productivity implication of work attendance, McClenney (2002) noted that workers who are often punctual at work perform better in terms of higher level of productively than those who absent themselves from work. Meanwhile, Cole (2002) argued that higher productivity is observed in workers who regularly report for work while low productivity is associated with workers who cultivate the habit of absenting themselves from work.

Behavioural Management Theory

Behavioural management theory was developed to address issues relating to workers' behaviour and motivation in organizations (Datu, 2011). The theory focuses on workers' needs and issues relating to good working conditions, motivation and job satisfaction (Arrunada & Vazquez, 2013). Behavioural management theory deals with how to manage workers' productivity by understanding the factors that motivate workers including their expectations, interests and needs, as well as the group dynamics (Wheeler, 2013). This theory assumes that workers want to work, and if managers provide a conducive environment for them, productivity will increase (Johnson, 2018). The behavioural management approach provides an insight into the importance of motivation, productivity, group dynamics and interpersonal relations in an organization, and the need for managers to focus on these issues (Ferguson, 2017). The theory emphasizes that managers should have a better understand of the workers and treat them as important assets for the achievement of organizational goals. This is why the behavioural management theory is sometimes referred to as human relations movement because it addresses the human aspect of work (Ferguson, 2017).

Contributors to the development of the behavioural management theory include Mary Parker Follett, Elton Mayo and Abraham Maslow (Datu, 2011; Arrunada & Vazquez, 2013; Ferguson, 2017). Behavioural management theorists believe that having a better understanding of workers' behaviour in the workplace especially the factors that motivate them, their group character, expectations, struggle, and productivity would enable managers effectively address these issues to the satisfaction of workers and achieve organizational goals. The theory believes that managers should take a special interest in the workforce and make them to feel like part of the organization (Wheeler, 2013). Behavioural theorists believe that the more managers are able to understand the behaviour of workers, the more they will be able to inspire them (workers) to improve their productivity (Ferguson, 2017). They emphasized that when workers' needs are recognized and understood by managers, they (managers) will be able to fulfill these needs which in turn motivate the workers to increase their productivity.

The behavioural management theory is very relevant in explaining workers' behaviour in an organizational setting. The theory addresses workers' needs and emphasizes that justice within the organization is among the factors that motivate workers to exhibit good behaviour such as organizational citizenship behaviour, work commitment and motivation. The theory explains that workers' behaviour is greatly influenced by the level of justice in the organization. When there is organizational justice, workers are more likely to exhibit impressive behaviour such as commitment,

motivation and improved productivity. Behavioural management theory explains that if managers have a proper understanding of the workers behaviour and realize that organizational justice positively influence their behaviour in terms of exhibiting organizational citizenship behaviour, work commitment and motivation, they (managers) will do everything within their power to ensure that there is justice in their organization.

Empirical Review

Some related empirical studies have been conducted on organizational justice and workers' behaviour in organizations. For instance, Williams, Pitre and Zainuba (2002) empirically examined the relationship between organizational justice and organizational citizenship behaviour intentions. The researchers adopted the correlation survey research designed and used a questionnaire to obtain data from 250 employees in the public sector organizations in U.S.A. The data collected were analyzed using descriptive statistics such as mean and standard deviation while the Spearman Rank Order Correlation Coefficient and the SPSS version 22.0 were used to test the formulated hypotheses. The result of their study showed formal procedural justice, distributive justice and interactional justice had a significant positive relationship with organizational citizenship behaviour intent of workers in public sector in the southwest of USA.

Durrani et al (2015) carried out a study to determine the relationship of organizational justice, employee satisfaction and employee's commitment in Pakistan banking sector. Their study concentrated on distributive justice and procedural justice and related them to organizational commitment (affective, continuance and normative commitment). Their data were collected from 350 employees in forty (40) different branches of different banks in Pakistan. The data were collected with the aid of a structured questionnaire. After analyzing the data collected using Pearson correlation and regression analysis, the researchers found out that distributive justice has a significant positive relationship with workers' commitment. The study also reported a significant positive relationship between procedural and employee commitment.

Chegini (2009) empirically investigated the relationship between organizational justice and organizational citizenship behaviour among 300 Rasht public sector employees in Iran. The result of his study revealed that there is high correlation between distributive justice and organizational citizenship behaviors (altruism, conscientiousness, courtesy, sportsmanship, organizational loyalty and civic virtue). The study also reported a significant positive relationship between procedural justice and organizational citizenship behaviors dimensions (altruism, conscientiousness, courtesy, sportsmanship, organizational loyalty and civic virtue). Interactional justice was also reported to have a positive and significant relationship with organizational citizenship behaviors dimensions (altruism, conscientiousness, organizational loyalty and civic virtue).

Akanbi and Ofoegbu, (2013) empirically examined the impact of organizational justice on organizational commitment. The researchers carried out their study in Nestle Nigeria PLC in Lagos State, Nigeria. The descriptive survey research was adopted by the researchers. A structured questionnaire was used by the researchers to collect data from 250 employees in Nestle Nigeria PLC. The data collected were statistically analyzed using the percentage and frequency tables, mean and standard deviation while their hypotheses were tested using the Spearman Rank Order Correlation Coefficient. The findings revealed that distributive justice is positively and significantly correlated to workers commitment. The study also revealed that procedural justice has a positive and significant impact on workers' commitment. The study however concluded that organizational justice (perceived distributive and procedural justice) significantly impact on organizational commitment.

METHODOLOGY

The correlation survey research design was adopted in this study. The population of this study consisted of all the manufacturing companies registered with the Manufacturers Association of Nigeria (MAN) in the south-south zone of Nigeria. Presently, there are 135 manufacturing companies registered with the Manufacturers Association of Nigeria (MAN) in the south-south geopolitical zone (Manufacturers Association of Nigeria, South-South Zonal Office, 2020). The 135 registered manufacturing companies were spread across the six states that make up the south-south zone namely; Akwa Ibom, Cross River, Delta, Edo, Bayelsa and Rivers State

The sample for this study was made up of employees (senior staff and junior staff) of the selected manufacturing companies in the south-south zone. A sample size of 389 employees was used in this study. The sample size was determined mathematically using the Taro Yamene's formula:

The simple random sampling technique was used to select the sample size for the study. The simple random sampling technique is a probability sampling method that gives every element in a population an equal chance of being selected among the sample to be used for a study (Nwankwo, 2013). By adopting the simple random sampling, it means that each of the 14,510 employees (study population) have equal chance of being selected among the 389 respondents (sample) to be used for the study. Data were collected through questionnaire. The data collected in this study were analyzed statistically using percentage and frequency analysis, mean, standard deviation, Spearman Rank Order Correlation Coefficient (rho) and Partial correlation analysis.

Results**Hypothesis 1**

Ho₁: There is no significant relationship between distributive justice and employee work attendance in manufacturing companies.

Table 1: Result of correlation analysis between distributive justice and employee work attendance in manufacturing companies

			Distributive Justice	Employee Work Attendance
Spearman Rank (rho)	Distributive Justice	Correlation Coefficient	1.000	.645**
		Sig. (2 tailed)	.	.001
		N	282	282
	Employee Work Attendance	Correlation Coefficient	.645**	1.000
		Sig. (2 tailed)	.001	.
		N	282	282

**Correlation is significant at 0.01 levels (2 tailed)

*Correlation is significant at 0.05 levels (2 tailed)

Source: SPSS-generated Output

Table 1 depicts the result of correlation analysis carried out between distributive justice and employees work attendance in manufacturing companies. The result indicates that distributive justice has a strong and positive correlation with employees work attendance in manufacturing companies ($\rho = .645^{**}$) and this correlation is significant at 0.01 level as indicated by the symbol **. Consequently, the null hypothesis (H_{01}) is rejected and the alternate hypothesis is accepted. This implies that we then accept that there is strong, positive and significant relationship between distributive justice and employees work attendance in manufacturing companies.

Hypothesis 2

Ho₁: There is no significant relationship between procedural justice and employee work attendance in manufacturing companies.

Table 2: Result of correlation analysis between procedural justice and employee work attendance in manufacturing companies

			Procedural Justice	Employee Work Attendance
Spearman Rank (rho)	Procedural Justice	Correlation Coefficient	1.000	.518**
		Sig. (2 tailed)	.	.002
		N	282	282
	Employee Work Attendance	Correlation Coefficient	.518**	1.000
		Sig. (2 tailed)	.002	.
		N	282	282

**Correlation is significant at 0.01 levels (2 tailed)

*Correlation is significant at 0.05 levels (2 tailed)

Source: SPSS-generated Output

Table 2 presents the result of correlation analysis carried out between procedural justice and employee work attendance in manufacturing companies. The result shows that procedural justice has a moderate and positive correlation with employee work attendance ($\rho = .518^{**}$) and this correlation is significant at 0.01 level as indicated by the symbol **. As a result of this, we then reject the null hypothesis (H_{02}) and accept the alternate hypothesis which states that there is moderate, positive and significant relationship between procedural justice and employee work attendance in manufacturing companies.

Hypothesis 3

H_{03} : There is no significant relationship between interactional justice and employee work attendance in manufacturing companies.

Table 3: Result of correlation analysis between interactional justice and employee work attendance in manufacturing companies

			Interactional Justice	Employee Work Attendance
Spearman Rank (rho)	Interactional Justice	Correlation Coefficient	1.000	.715**
		Sig. (2 tailed)	.	.003
		N	282	282
	Employee Work Attendance	Correlation Coefficient	.715**	1.000
		Sig. (2 tailed)	.003	.
		N	282	282

**Correlation is significant at 0.01 levels (2 tailed)

*Correlation is significant at 0.05 levels (2 tailed)

Source: SPSS-generated Output

Table 3 contains the result of correlation analysis carried out between interactional justice and employee work attendance in manufacturing companies. The result reveals that interactional justice has a strong and positive correlation with employee work attendance ($\rho = .715^{**}$) and this correlation is significant at 0.01 level as indicated by the symbol **. Consequently, the null hypothesis (H_{03}) is rejected and the alternate hypothesis is accepted. This means that we then accept that there is strong, positive and significant relationship between interactional justice and employee work attendance in manufacturing companies.

Discussion of Findings

A strong, positive and significant relationship was equally reported between distributive justice and employee work attendance in manufacturing companies. This finding was deduced from the result of the bivariate analysis carried out on the two variables. The result revealed that distributive justice

has a strong and positive correlation with employees work attendance in manufacturing companies and this correlation is significant at 0.01 level. Consequently, the null hypothesis (H_{01}) was rejected and the alternate hypothesis was accepted. This implies that we then accepted that there is strong, positive and significant relationship between distributive justice and employees work attendance in manufacturing companies. This finding is in line with the studies conducted by Cropanzano et al (2007), Alsalem and Alhaiani (2007) and Hassan (2002) as they all revealed that distributive justice has the ability of reducing the level of absenteeism among employees and increase their level of work attendance.

A moderate, positive and significant relationship was reported between procedural justice and employee work attendance in manufacturing companies. This finding was derived from the result of the bivariate analysis carried out on the two variables. The result revealed that procedural justice has a moderate and positive correlation with employee work attendance and this correlation is significant at 0.01 level. As a result of this, we then rejected the null hypothesis (H_{02}) and accepted the alternate hypothesis which states that there is moderate, positive and significant relationship between procedural justice and employee work attendance in manufacturing companies. This finding is in line with the research conducted by Misuko (2012) which reported that if an employee perceives the processes and procedures used in allocating rewards to be fair, he or she is likely to exhibit good work behaviour such as regular work attendance and job commitment. Cropanzano et al (2007) agreed with this finding when they stated that procedural justice motivates employees to be punctual at work.

This study equally found a strong, positive and significant relationship between interactional justice and employee work attendance in manufacturing companies. This finding was derived from the result of the bivariate analysis carried out on the two variables. The result revealed that interactional justice has a strong and positive correlation with employee work attendance and this correlation is significant at 0.01 level. Consequently, the null hypothesis (H_{03}) was rejected and the alternate hypothesis was accepted. This means that we then accept that there is strong, positive and significant relationship between interactional justice and employee work attendance in manufacturing companies. This finding is consistent with the research conducted by Balassiano and Salles (2012) and Rathore and Sen (2017) as both studies reported that interactional justice motivates workers to be punctual at work and increase their productivity.

CONCLUSIONS

Based on the findings, it is evident that organizational justice has a positive and significant influence on employee work attendance in manufacturing companies in the south-south zone. Based on these findings, it was concluded that organizational justice has positive and significant influence on employees work attendance in manufacturing companies in the south-south Nigeria.

RECOMMENDATIONS

Based on the findings and conclusion, the following recommendations are made:

1. Managers in manufacturing firms in South-South Nigeria should provide detailed explanations to all workers irrespective of their ethnic background, race or religion affiliations on issues that affect them as this would promote interactional justice in their organization.
2. Top managers in manufacturing companies in Nigeria should ensure that the information given to their subordinates on issues that affect them are truthful, accurate and realistic as this would promote interactional justice in their organization.
3. Finally, it is recommended that manufacturing companies in Nigeria especially those whose workers are behaving in a negative manner towards work should revisit their reward system, streamline their procedures to incorporate some elements of fairness into it and provide adequate explanation to their workforce on issues that affect them as this would help to restore workers' commitment to the organization and increase their productivity.

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