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IMPACT OF ORGANIZATIONAL TREATMENT ON JOB SATISFACTION AMONG WORKERS IN SELECTED TERTIARY INSTITUTIONS IN NIGERIA

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Abstract

The study investigated the impact of organizational treatment on job satisfaction among workers in selected tertiary institutions in Nigeria. This was for the purpose of ascertaining the organizational factors that could enhance job satisfaction among institutional workers in Nigeria. The study adopted the ex-post-facto research design. A total of 200 respondents were selected from some Universities in Nigeria using purposive and stratified sampling techniques. The instrument used for data collection was a set of questionnaire with reliability co-efficient of 0.79 using Cronbach Alpha formula. The four-null hypotheses were tested at 0.05 alpha level using Pearson Product Moment Correlation and t-test statistical methods. The finding of the study revealed that there was a significant relationship between organizational treatment and workers' job satisfaction. A significant relationship was also found between organizational treatment and workers' attitude to work. Based on the findings of the study, it is recommended that workers' involvement in planning and implementation of organizational programmes should be encouraged in order to motivate workers and foster job satisfaction. Also, the wages and salaries of the workers should be subjected to continuous review and promptly paid in order to foster their commitment to organizational goals.

Introduction

In recent times, a surge of interest has been demonstrated on equitable reward system as it affects job-related behaviour by organizational behaviourists (Crapanzano and Randall, 1993). Fair treatment in the workplace has indeed received increased attention by various writers (Cohen, 1991 and Greenberg, 1987). Greenberg noted a growing domain of research, termed organizational justice with particular emphasis on the role of fairness in the workplace.

However, much of the early research studies on organizational justice explored employees' perception of the distributive and procedural fairness of specific organizational policies and decisions (Greenberg, 1988). For instance, researchers have examined employee perceptions of the fairness of selection and recruitment decision (Gilliland, 1993; Smither, Reilly,

Millsap, Pearman and Stoffey, 1993); performance appraisal system (Dipboye and de Pontbraind, 1981; Greenberg, 1986); job loss and lay offs (Brockner and Greenberg, 1990; Konovsky and Brockner, 1993), and even employee reactions to equitable reward in terms of satisfaction and performance. In 1990, organizational justice researchers expanded beyond the traditional procedural and distributive types of justice and began to explore the interpersonal side of organizational justice (Greenberg, 1993; Michelle, Bloom, Dake and Tanzer, 1998). In the study on interpersonal treatment at workplace, Mikula, Petrik and Tanizer (1990) reported that a considerable proportion of the injustices which were reported did not concern distributional or procedural issues in the narrow sense, but referred to the manner in which people were treated in interpersonal interactions and encounters. Similarly, Bies and Moag (1986) noted that employees are heavily influenced by interactional justice which refers to an individual's evaluation of the quality of interpersonal treatment experienced when organizational procedures are enacted.

Meanwhile, other organizational behaviour researchers have noted that a broader concept of interpersonal treatment, which includes treatment outside of organizational procedures and policies, needs further research attention (Messick, Bloom, Boldizar and Samnelson, 1985; Mikula et al., 1990). This broader concept of interpersonal treatment encompassing job satisfaction of the workers forms the focus of the present study.

Evidence shows that the perceptions of organizational treatment are related to critical job-related attitude such as job-satisfaction. Keashley, Wilson and Clement (1994) found that experiences of hostile interpersonal behaviours were related to lower job satisfaction. Further empirical evidence reports that there was a significant relationship between fair treatment at workplace and job satisfaction (Cobb and Frey, 1996, Fry and Gordon, 1989).

Furthermore researchers have also demonstrated a relationship between organizational justice and attitude to work of the employees.

Skarlicki and Folgers (1999) established that interactional justices have negative relationship with organizational relations behaviour. Such retaliational behaviour according to Hanisch and Hulin (1990, 1991) denotes work withdrawal behaviour and negative attitudes to work. Other researchers have found that perceptions of fair treatment are related to decreased turnover intentions (Keashley et al., 1994, Konovsky and Brockner, 1993) and actual turnover (Dittrich and Currel, 1979).

Meanwhile to establish the relationship between workers' perception of fair organizational treatment and job-related attitude and behaviours, the equity theory (Adams, 1965), social exchange theory (Blau, 1964) for instance, can be used to argue for employees who have negative perceptions of interpersonal treatment and decide to lower inputs to the organization, thus resulting to low workers' productivity, to ratio of outcomes to inputs. Similarly, Willey-Moorman (1991) argues that employees might react to perceived inequalities in the organizations by decreasing the organizational citizenship behaviour.

Despite the interest of researchers in the interpersonal treatment as an aspect of organizational justice, there has been little research on the impact of organizational justice on workers' job satisfaction. Indeed, researches conducted in the area of organizational justice in Nigeria are very few, thus the need for seeking empirical evidence on organizational treatment as it affects workers' attitude to work and job satisfaction as a worthwhile academic endeavour.

Reflecting on the relationship between organizational treatment and job satisfaction, the social exchange theory can also explain this relationship. When employees perceived that they were treated positively by an organization or their leader, they were motivated, based on the norm of reciprocity (Gouldner, 1960), to have positive reactions, such as increased job satisfaction, positive organizational citizenship behaviours and decreased turnover (Eisenberger, Fasolo and Davis-Lamastro, 1990). Konovsky and Cropanzano (1991); Malatesta and Byrne (1997), for instance, cited social-exchange theory as responsible for their findings that interactional justice was related to both commitment and citizenship behaviours.

Michelle et al. (1998) predicted that perception of fairness will be related to a variety of perceptions about an organization. Their findings established that organizational fair treatment had impacted the employees' conviction about the organizations they worked for. For instance, Bernstein (1997) argued that sexual harassment is a type of incivility or disrespect in an organization. This implies that work groups have norms about how supervisors and co-workers treat each other in interpersonal interaction. Moreso, norms about sexual harassment are subset of interpersonal interactions.

Empirical research findings of some researchers support the notion that perceptions of climate for sexual harassment are related to employee's experiences of sexual harassment (Hulins, Fitzgerald and Arasgow, 1996; Zichar, Munson and Hulin, 1998). These researchers found that when organizations are perceived as tolerant of sexual harassment especially, when employees believe that victims' complaints are not taken seriously or those perpetrators are not punished, satisfaction derived from the job may reduce.

They further reported that the level of job satisfaction of employees in such organizations could be lower than those employees in less tolerant organizations.

Recent empirical work on perceived organizational treatment and its influence on work attitudes of working women found that women in organizations with flexible working hours report high level of job satisfaction than women from organizations where there is a rigid working hours (Hanisch and Hulins, 1991). Likewise in an organization where management communicates well with employees, the feeling that the management is communicating what is happening in the business will drive employees' direction (Bernstein, 1997). According to Hullins, Fitzgerald and Arasgow (1996), the desired work attitude and behaviour that conform with and those that extend beyond what is specified in the employment contract are associated with the nature of the relationship with the supervisor. Different perceptions from the above viewpoints may be obtained in developing countries like Nigeria. It is essential to note that in Nigeria, fiscal motivational factor and situational favourableness, with

little or no recognition for communication structure between superior and subordinate or hours of duties, are central to workers' attitude to work.

Recognitions of this fact led to theories that fulfillment of individual needs (Maslow, 1954 cited in Huntington, Hutchison and Sowa, 1991; McClelland, 1979 cited in Hanisch and Hullins, 1990), meeting expectation (Lawler and Porter, 1968 cited in Gilliland, 1993) and receipt of positive outcomes (Vroom, 1964) resulted in positive work attitudes. Nigerian workers have been found by some researchers to have surrendered to the hegemonic power of money, and the employees can only be committed and satisfied with work condition when they are highly remunerated (Ubeku, 1987 cited in Akintayo, 2002; Anikpo, 1984 cited in Kester, 2002; Akintayo, 2003; Alarape and Akinlabi, 2000 cited in Akintayo, 2002). These authors stressed that in Nigeria, good wages and salaries play a leading role in the search for high level of employee's commitment and satisfaction. However, job status, role differentiation, gender and experience on the job were reported to be strong determinants of perception of worker's organizational treatment and job

satisfaction. (Gilliland, 1994).

Statement of the Problem

Against this background, the study investigated the workers' perception of organizational treatment and job satisfaction in tertiary institutions in South-Western Nigeria. This was with the view to ascertaining the various organizational factors that could enhance job satisfaction among industrial workers in Nigeria.

Objectives of the study

Specifically the objectives of the study are to:

Ascertain the relationship between organizational treatment and job satisfaction.

Find out the relationship between organizational treatment and workers' attitude to work in tertiary institutions.

Establish the relative effect of interpersonal treatment on workers' job satisfaction.

Determine the different perceptions of young and old respondents on the organizational treatment.

Establish the differential perceptions of male and female respondents on organizational treatment.

Hypothesis for the Study

The following four null hypotheses were generated and tested for the purpose of the study:

- (1) There is no significant relationship between organizational treatment and workers' job satisfaction.
- (2) There is no significant relationship between organizational treatment and attitude to work among the workforce.
- (3) There is no significant difference between the perceptions of male and female respondents on organizational treatment.

- (4) There is no significant difference in the perceptions of young and old respondents on organizational treatment.

Methodology

Research Design

The ex-post-facto design was adopted for the study. A total of 200 respondents were selected for the study using purposive stratified sampling techniques. Four Universities were purposively selected to represent Federal and State owned tertiary institutions in South Western Nigeria. These were the University of Ibadan, Ibadan, University of Lagos, Lagos, Ado Ekiti University, Ado Ekiti and Olabisi Onabanjo University, Ago- Iwoye, Ogun-State.

Also, 128 (64%) male and 72 (36%) female respondents participated in the study. The age range of the respondents was 25-60 year with mean score of 14.36 and standard deviation of 5.02. Moreso, 108 (54%) graduate and 92 (46%) non-graduate

Research instrument

The instrument used for data collection was a set of questionnaire titled "Organizational Treatment and Job Satisfaction Scale" (OTJSS). The questionnaire consisted of 26 items, which consisted of two sections, A and B. Section A contains information on demographic characteristics of the respondents, which include: Name of institution, age, sex, marital status, highest educational qualification and working experience. Section B however contains 20 items related to organizational treatment, attitude to work and job satisfaction. The five points Likert rating scale of Strongly Agreed (SD), Agree (A), Undecided (U), Strongly Disagree (SD) and Disagree (D) was adopted for the study.

Validity of the instrument

The validity of the instrument was sought by consulting with the experts in Psychology, Sociology, Industrial Education and Measurement and Evaluation.

Also, the researchers distributed ten copies of the drafted questionnaire to specialists in the aforementioned

disciplines. Their suggestions and criticism led to the modification of some items on the questionnaire. This enabled the researcher to determine the suitability of the questionnaire in measuring the variables of the study.

Reliability of the Study

The consistency of the instrument in measuring the independent and dependent variables in the study was established using Test Re-test method. The researchers administered the questionnaire to twenty workers in International schools in University of Ibadan. The data collected through pilot testing were collated and analyzed to determine the reliability co-efficient of the instrument. Thus, the reliability co-efficient of 0.79 was obtained using Cronbach alpha formula. In essence, the reliability of the research instrument was established before being finally administered on the respondents.

Administration of the instruments

The instrument was administered by the researchers. The researchers explained the purpose of the study to the respondents. They were made to understand that all information

being provided would be treated with confidentiality and for the purpose of research only.

However, 220 copies of questionnaire were administered and 200 copies were completely filled and returned. It took the researchers three weeks to administer and collect the questionnaire, due to the geographical location of Nigeria.

Data Analysis

The data collected through the questionnaire was collated and analyzed for the purpose of the study. The demographic information was analyzed using simple percentage and frequency counts. The Pearson Product Moment Correlation and t-test statistical methods were used to test the four null hypotheses generated for the study. The Pearson Product Moment Correlation formula was used to test hypotheses one and two and t-test statistic was utilized to test hypotheses three and four. The four null hypotheses were tested at 0.05 alpha levels.

Presentation of Results

The results of the analyzed data were presented on the basis of the hypotheses generated for the study.

This has virtually impacted morale and attitude to work in a positive direction with overriding effects on job performance and productivity among the workforce. Thus, hypothesis one was rejected.

H01: There is no significant relationship between organizational treatment and workers' job satisfaction.

Table 1 shows that there was a significant relationship between organizational treatment and workers' job satisfaction ($r = .232$; $P < .05$). This indicates that the treatment meted out to workers in the selected Universities, in terms of trust, motivation and equitable reward had influenced job satisfaction among the workers.

Table 1
Summary of Correlation Analysis on Relationship between Organizational Treatment and Workers' Job Satisfaction

Variable	N	Mean	SD	r	P	Remark
Organizational Treatment	200	18.36	3.04	.232	.001	Significant (P < 0 .05)
Job satisfaction	200	16.30	3.60			

H02: There is no significant relationship between organizational treatment and attitude to work among the workforce.

kind of organizational support and treatment provided for workers in the selected Universities in Nigeria had influenced their attitude to work in a positive direction.

Table 2
Summary of Correlation Analysis on Relationship between Organizational Treatment and Attitude to Work.

Variable	N	Mean	SD	r	P	Remark
Organizational Treatment	200	18.36	6.31	.152	.000	Significant (P < 0 .05)
Attitude to Work	200	19.57	6.99			

Table 2 shows that there was a significant relationship between organizational treatment and attitude to work ($r = .152$; $P < 0 .05$). This indicates that the

The finding of the study implies that workers derived satisfaction in performing their duties due to effective communication climate, harmonious interpersonal relations

among the workforce and equitable reward system being operated in their organizations. Thus, hypothesis two was rejected.

H03: There is no significant difference between male and female respondents' perception on organizational treatment.

Table 3 reveals that there was a significant difference found between male and female respondents' perception on organizational treatment in their organizations, $t(198) = 4.92$; $P < 0.05$. This implies that there was a problem of equity in the distribution of justice and reward to male and female workers in the selected Universities.

This could possibly jeopardize interpersonal relations and job satisfaction of the workforce with far reaching effect on workers' morale, performance and productivity. Thus, hypothesis three was rejected.

H04: There is no significant difference between the perception of young and old respondents' on organizational treatment.

Table 4 shows that there was no significant difference found between the perception of young and old respondents on organizational treatment in their organizations, $t(198) = 1.88$; $P > 0.05$.

Table 3
Summary of t-test Analysis on Perception of Male and Female Respondents on Organizational Treatment.

Sex	N	Mean	SD	df	t	P	Remark
Male	128	17.61	2.81	198	4.92	.000	Significant ($P < 0.05$)
Female	72	19.69	2.99				

This indicates that both young and old respondents equally perceived organizational treatment at the same level of magnitude.

finding implies that the reward system adopted in the selected Universities has really impacted the workers' satisfaction on the job. In

Table 4

Summary of t-test Analysis on Perception of Young and Old Respondents on Organizational Treatment.

Variables	Groups	N	X	SD	df	t	P	Remark
Age	Young	< 40 yrs	.118	18.69	2.79	198	1.88	.060
	Old	> 40 yrs.		82	17.88	3.32		Not Significant (P<0.05)

This implies that distributive justice in the selected Universities in Nigeria is adequate and encouraging. In essence, the fourth hypothesis is upheld.

Discussion of Findings

The first hypothesis predicted that there is no significant relationship between organizational treatment and workers' job satisfaction. The hypothesis was not confirmed. The finding of the study revealed that there was a significant relationship between organizational treatment and workers' job satisfaction in the selected Universities in Nigeria. The

essence, the workers perceived the reward meted out to them as equitable when they compared the strength of service being rendered to the University to the reward provided for them. The finding corroborates Keashley et al. (1994); Cobb and Frey (1990), Akintayo (2002), Fry and Gordon (1989) who reported that workers' perception of fair treatment in an organization tends to influence job satisfaction.

However, the finding of the study disagrees with Skarlicki and Folger (1999), Hanisch and Hullins (1990) who contended that interactional

justice within an organization is significantly related to organizational retaliation behaviour, such as withdrawal and turn-over behaviours. The finding of the study implies that organizational treatment tends to influence workers' satisfaction or dissatisfaction depending on favourableness of organizational climate.

The second hypothesis postulated that there is no significant relationship between organizational treatment and workers' attitude to work. The finding of the study revealed that the kind of treatment provided for workers in selected Universities, in terms of condition of service, increased wages and salaries, promotion at regular interval and conducive working environment, had impacted the attitude of the Universities' workers towards their jobs. In essence, the Universities' workers demonstrated positive attitude toward their jobs were and were virtually determined to continue to stay on and be committed to their jobs in their organizations.

The finding of the study supports the submission of Keashley et al.(1994), Konovsky and Cropanzano (1991) and Dittrich and

Carrel (1979) who reported that the perception of fair treatment in an organization is significantly related to decrease turn-over intentions, absenteeism and actual turnover rate among the workforce. Similarly, the finding of the study corroborates Kester (2002) and Akintayo (2003) who submits that employees might react to perceived inequalities in their organizations by decreasing their normal organizational behaviours in terms of commitment and morale at work place. This finding implies that the Universities workers' perception of organizational treatment tends to influence their commitment, effectiveness on the job and productivity at workplace.

Hypothesis three stated that there is no significant difference between the perception of male and female respondents on organizational treatment. The finding revealed that there was a significant difference between male and female respondents' perceptions of organizational treatment. Thus, the hypothesis was not confirmed. In essence, the male and female respondents perceived organizational treatment differently and unequal. This implies that the male and female respondents' contributions to the growth of their

Universities as organizations were as a result of variation in their perceptions of the equitable reward policy of their Universities. The finding of the study corroborates Gilliland (1994) who reported that job status, role differentiation and gender are correlates of workers' attitude to work. This implies that workers' attitude to work is often determined by gender differentiation. In essence, individual level of satisfaction derived from job does not only depend on organizational treatment, but rather by their gender and role differentiation.

The finding also tallies with assertions of Gilliland (1994) who reported that women in organizations with flexible working hours tend to perceive organizational treatment as fair and are more satisfied on the job than women from organization with rigid working hours. Meanwhile, the finding emphasized the effect of organizational favourableness and effective administration of wages and salaries on workers' perception of organizational treatment in the selected Universities. In essence, the problems of late payment of salaries, sexual harassment at workplace and career progression are factors that determine workers' perception of organizational treatment and their satisfaction on

the job. The finding tallies with Ubeku (1987) as cited in Akintayo, 2002; Anikpo (1984) as cited in Kester, 2002, Alarape and Akinlabi (2000) as cited in Akintayo, 2003, Hullins, et al (1996) and Zickar, Munson and Hullin (1998) who reported that variations in the perception of organizational treatment among the workforce may be due to job status, effective wage and salary administration, career progression and sexual harassment experienced on the job.

The fourth hypothesis revealed that there is no significant difference in the perceptions of young and old respondents on organizational treatment. The finding revealed that there was no significant difference in perceptions of young and old respondents on organizational treatment in selected Universities. This finding indicates that the organizational treatment accorded the young and old workers in the selected Universities was equally perceived as fair and acceptable with its corresponding effect on job satisfaction. In essence, there was no strict adherence to hierarchy of authority in the course of administering organizational treatment to workers of between 25-58 years of age in the selected Universities. Thus, hypothesis four was not confirmed.

The finding of the study supports the assertion of Gilliland (1994), Akintayo (2003) and Kester (2002) who contended that job status, age and working tend to influence the perception of the organizational treatment among the workforce. The position and job status of the workers tend to be determined by the length of service which could be related to the pattern of promotion through the rank and file with implication for their ages. In other words, workers who had put in more than ten years in service in an organization cannot be found in the same position with workers with three years of working experiences. Even their ages will be different. Thus, the old and young respondents in terms of age and length of service, despite their job status, still equally perceived organizational treatment as fair and encouraging in selected Universities. This finding implies that organizational justice seems to be favourably distributed in the selected tertiary institutions in Nigeria.

Conclusion

The study established that organizational treatment is a correlate of workers' job satisfaction. Since workers have mortgaged their lives by investing

their talents and skills in the business of their respective tertiary institutions for achievement of the set up goals, their rewards must be at par with their levels of participation, performance and productivity. In other words, equitable reward system in the selected tertiary institutions in Nigeria must be internalized in the organizational policy for sustainability of their interest and retention of labour, especially in this period of rapid changing working environment.

Recommendations

Based on the findings of the study, the following recommendations were made:

- (1) Workers' participation in planning and implementation of the organizational programmes should be encouraged in order to facilitate the sense of belongingness and motivation on the part of the workers.
- (2) Administration of wages and salaries of workers should be made effective and subjected to continuous review and be promptly paid in order to meet their needs and to enable them adjust to changing environment.

This in essence will definitely enhance workers' satisfaction on the job and their commitment to their jobs.

- (3) The condition of service and working environment should be made attractive and conducive respectively. This will infact discourage labour dissatisfaction and turnover intentions in any organizations.
- (4) Labour education and training should be encouraged in organizations. Workers should be exposed to re-engineering of skills, especially in the period of technological change. This will enable the workers to perform their duties with ease and be independent of much supervision from the boss.

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