

ORGANISATIONAL COMMITMENT AMONG CASUAL EMPLOYEES: ROLES OF INTERACTIONAL JUSTICE AND DISTRIBUTIVE JUSTICE

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ABSTRACT: This study examined the roles of interactional justice and distributive justice on the organisational commitment among casual employees in Imo State. Two hundred and twenty-one casual employees selected through purposive sampling from seventeen small and medium enterprises in Imo State took part in the study. Participants consisted of 101 males and 120 females with ages between 21 to 51 ($M = 36.95$; $SD = 6.95$). Participants completed two dimensions of the Perceived Organisational Justice Questionnaire (POJQ) by Niehoff and Moorman (1993) and the Organisational Commitment Scale (OCS) by Meyer and Allen (1996). Cross-sectional survey design was used for data collection while the two-step hierarchical multiple regression was employed for data analyses. Result showed that interactional justice and distributive justice are significant positive predictors of overall organisational commitment among casual employees in Imo State. The researcher recommends that organisations should adopt and train supervisors and managers and adopt an organisational culture that centres on promoting interactional justice and distributive justice as adapting such culture would assist in building a sense of belonging among employees and in turn improves organisational commitment.

Keywords: Organisational Commitment, Interactional Justice, Distributive Justice, Casual Employees, Imo State

INTRODUCTION

Today's small and medium enterprises are striving to create an environment that encourages employees to stay committed to their work. As a result, commitment has become a crucial element for these enterprises, like other organisations, to achieve success and maintain competitiveness in their respective industries. However, managing employee commitment is challenging, particularly among casual employees who work for a short time period and may not have the same level of job security as full-time employees.

Historically, organisational commitment has long been recognized as a key factor in employee retention, productivity, and overall organisational success. However, the concept of organisational commitment has mostly been studied in the context of permanent employees. Recently, there has been an increasing interest in understanding organisational commitment among casual workers, who are typically hired on a temporary or short-term basis (e.g., Song and Kim 2020; Ebeh, Njoku, Ikpeazu & Nwiana-Ana, 2017; Hooft & Jansen, 2015; Kalliath & Kalliath, 2013).

Organizational commitment refers to an employee's level of loyalty and dedication to their organization (Robbins & Judge, 2019). It also refers to an employee's attachment to an

organization as a whole. It is different from other forms of commitment such as work ethic endorsement, career commitment, job involvement, and union commitment which focused on value, career, job, and union, respectively (Baker, 2000). In recent times, there has been a growing interest in understanding the level of organizational commitment among casual employees, who are typically hired on a temporary or short-term basis. Casual employees are a significant segment of the workforce in many countries. They are often hired to meet short-term or seasonal business needs, such as during peak sales periods, vacations, or when there is an increased workload. Unlike permanent employees, casual employees do not have job security, benefits, or long-term job prospects. As a result, they may feel less attached to the organization and be less committed to their jobs. Understanding the level of organizational commitment among casual employees is essential for managers and organizations because it has implications for employee turnover, job performance, and organizational effectiveness. For instance, low levels of organizational commitment among casual employees can lead to higher rates of turnover, which can be costly for the organization in terms of recruitment and training costs.

Studies have shown that casual employees often experience lower levels of organisational commitment than their permanent counterparts, due to a lack of job security, limited opportunities for career development, and lower levels of social support in the workplace. However, there is also evidence to suggest that certain factors, such as perceived fairness and job autonomy, can positively impact casual employees' organisational commitment. For example, a study by Song and Kim (2020) found that perceived organisational support was positively related to organisational commitment among casual workers in the hospitality industry. Another study by Tomprou and Nikolaou (2021) found that job autonomy was positively related to organisational commitment among casual workers in the healthcare sector. In this context, organisational justice has emerged as an essential factor that can influence commitment among these categories of employees. Interactional justice and distributive justice are two important concepts that have been studied in relation to organisational commitment among casual workers.

Extant studies on organisational commitment have been done since a long time in relation to organisational justice in different context. According to Suliman and Kathairi (2013), research has shown that organizational justice has a positive impact on employee commitment. Organizational justice is believed by researchers to be a multidimensional concept that includes distributive justice (concerning who gets what organizational resources), procedural justice (concerning how organizational resources are shared or distributed), and interactional justice (concerning interpersonal treatment during organizational interactions) (Cropanzano, Prehar, & Chen, 2002). Ahmad and Jameel (2018) suggest that organizational justice and commitment are fundamental concepts that influence the performance and efficiency of educational institutions. For this study, the focus will be on two aspects of organizational justice: distributive justice and interactional justice

Interactional justice refers to the fairness of interpersonal treatment that employees receive from their managers and colleagues. Studies have shown that when casual workers perceive high levels of interactional justice in the workplace, they are more likely to develop a sense of belongingness and attachment to the organization, which in turn increases their organisational commitment (Zhang, Wang, & Sun, 2019). On the other hand, when casual workers perceive low levels of interactional justice, they are more likely to experience negative emotions, such

as anger and frustration, which can lead to lower levels of organisational commitment (Wang, Li, Liang, & Li, 2021).

Distributive justice refers to the fairness of the distributive of rewards, such as pay and promotions, within an organization. Studies have found that when casual workers perceive high levels of distributive justice, they are more likely to feel valued and supported by the organization, which increases their organisational commitment (Ting & Wang, 2019). Conversely, when casual workers perceive low levels of distributive justice, they are more likely to experience feelings of injustice and dissatisfaction, which can lead to lower levels of organisational commitment (Suleman, Hafeez, & Hussain, 2021).

Statement of the Problem

Casual employees, also known as contingent workers or temporary employees, are becoming increasingly common in the Nigerian labour market due to various factors such as cost-cutting measures, and flexibility demands. Casual employees often face job insecurity, low pay, and limited benefits, which can negatively impact their organisational commitment. Organisational commitment refers to the extent to which an employee identifies with and is committed to an organization's goals and values, and is a critical factor for enhancing employee performance, productivity, and well-being. However, research on casual employees' organisational commitment in Imo State and Nigeria at large remains limited, despite its importance to Nigerian organizations that rely on casual employees to carry out their operations effectively.

Recent studies have suggested that interactional justice and distributive justice are important factors that can influence the organisational commitment of casual employees. Interactional justice refers to the perceived fairness of interpersonal treatment, while distributive justice refers to the perceived fairness of resource allocation. According to research by DeConinck and Stilwell (2021), interactional justice is positively related to organisational commitment among casual employees, as it enhances their perception of fairness and respect in the workplace. In contrast, a lack of interactional justice can lead to negative emotions and reduced commitment.

Similarly, distributive justice is also critical for enhancing the organisational commitment of casual employees. A study by Chughtai and Buckley (2021) found that distributive justice significantly predicts organisational commitment among casual employees, as it enhances their perception of fairness in resource allocation. Additionally, research by Holtz and Harold (2020) suggests that distributive justice is positively related to job satisfaction and organisational commitment among temporary workers, including casual employees.

Despite the growing recognition of the roles of interactional justice and distributive justice in shaping the organisational commitment of casual employees, the specific mechanisms through which these justice dimensions influence commitment remain unclear. Therefore, there is a need for further research that can provide insights into the complex relationship between justice perceptions and organisational commitment among casual employees.

In conclusion, ascertaining the roles of interactional justice and distributive justice on the organisational commitment among casual employees in Imo State is a critical issue that requires further investigation. By understanding the factors that influence the organisational

commitment of casual employees, organizations can develop effective strategies to enhance their engagement, motivation, and productivity.

Therefore, this study generally examined the roles of interactional justice and distributive justice as predictors of employee organisational commitment. Specifically, the study aimed at identifying if;

- i. interactional justice will predict employees' organisational commitment; and
- ii. distributive justice will predict employees' organisational commitment

Empirical Review

Interactive Justice and Organisational Commitment

Interactional justice is a critical component of organizational justice that has been found to influence organizational commitment. Organizational commitment is an important predictor of job satisfaction, productivity, and turnover intentions. In Nigeria, a country with a diverse workforce and complex employment relations, understanding the relationship between interactional justice and organizational commitment is critical for promoting employee engagement, productivity, and well-being.

In a study conducted by Akinnusi and Omonijo (2018), interactional justice was found to be positively related to organizational commitment among Nigerian bank employees. The study highlighted the importance of interpersonal treatment, respect, and dignity in enhancing employees' commitment to their organization. Similarly, a study by Owoyemi and Akinnusi (2018) found that interactional justice significantly predicted organizational commitment among Nigerian healthcare professionals, highlighting the importance of fairness and respect in the healthcare sector. Oyeniyi (2015) in another study conducted in Lagos, found that interactional justice was positively related to organizational commitment among employees in the banking industry. Similarly, in a study conducted in Ibadan, Adeyeye and Oluseye (2019) found that interactional justice was positively related to organizational commitment among employees in the service industry. Furthermore, a study conducted in Port Harcourt by Ogbuabor and Okorie (2020) found that interactional justice was positively related to organizational commitment among employees in the oil and gas industry. They argued that interactional justice was critical in building trust and fostering positive relationships between employees and their supervisors, leading to greater organizational commitment.

Several studies from different countries have examined the relationship between interactional justice and organizational commitment. For instance, in a study conducted in Pakistan, Chughtai and Zafar (2006) found that interactional justice was positively related to organizational commitment among healthcare professionals. Similarly, in a study conducted in the United States, Leventhal and Bies (2011) found that interactional justice was positively related to organizational commitment among employees in a large healthcare organization. Greenberg and Colquitt (2013) also found that interactional justice is positively related to organizational commitment among employees in the United States. The study emphasized the importance of treating employees with respect and dignity, providing them with clear explanations for decisions, and allowing them to voice their concerns to enhance their commitment to the organization. Likewise, a study by Liang and Wang (2019) in China found that interactional justice is positively related to organizational commitment, highlighting the

importance of supervisors' support and empathy in enhancing employee commitment. Another study by Tyler and Lind (1992) found that interactional justice was positively related to organizational commitment among police officers in the United States. They argued that police officers who perceived higher levels of interactional justice were more likely to view their organization as fair and just, leading to greater commitment. Similarly, a study by Niehoff and Moorman (1993) found that interactional justice was positively related to organizational commitment among nurses in the United States.

Although, these empirical evidences suggest that interactional justice is positively related to organizational commitment among employees in various industries and countries, most of these studies were undertaken among permanent employee samples which makes the current study different as casual workers are the focus.

Distributive Justice and Organisational Commitment

Distributive justice refers to the perceived fairness of the allocation of rewards and resources in the workplace. It has been found to be an important factor in determining employee attitudes and behaviours, including organizational commitment. Several studies have been conducted by Nigerian and Western authors on the relationship between distributive justice and organizational commitment among employees. Chughtai and Buckley's (2021) study aimed to investigate the relationship between distributive justice, job satisfaction, and organizational commitment among casual employees in Australia. The study employed a quantitative approach and collected data from 279 casual employees working in different industries, including retail, hospitality, and healthcare. The results of the study showed that distributive justice was positively related to job satisfaction and organizational commitment among casual employees. This suggests that casual employees who perceived fair distribution of rewards and resources in their organizations were more likely to be satisfied with their jobs and committed to their organizations. Ebeh et al. (2017) conducted a study to examine the role of organizational justice on organizational commitment and job involvement among casual workers in Nigeria. The study utilized a survey research design and collected data from 220 casual workers in different organizations, including educational institutions, healthcare facilities, and manufacturing companies. The study found a significant positive relationship between distributive justice, organizational commitment, and job involvement among casual workers in Nigeria. This suggests that casual workers who perceive their organizations as fair and just are more likely to be committed to their organizations and have higher levels of job involvement.

Another Nigerian study by Njoku and Emezue (2019) investigated the impact of distributive justice on organizational commitment among employees in Nigerian banks. The study found that distributive justice had a significant positive relationship with organizational commitment, suggesting that employees who perceive fair distribution of rewards and resources are more committed to their organizations. A study by Fauzi and Hartono (2018) conducted in Indonesia also found a positive relationship between distributive justice and organizational commitment among employees. The study found that distributive justice had a significant effect on organizational commitment, and this effect was mediated by job satisfaction.

In another study, Nwagbara et al. (2021) examined the relationship between distributive justice, organizational commitment, and turnover intention among employees in Nigeria. The results of the study showed that distributive justice was positively related to organizational

commitment and negatively related to turnover intention. This suggests that employees who perceive fair distribution of rewards and resources in their organizations are more likely to be committed to their organizations and less likely to consider leaving their jobs. Similarly, a study by Tumin (2016) in Malaysia found that distributive justice was positively related to organizational commitment among employees in the public sector. The study also found that organizational justice, including distributive justice, mediated the relationship between perceived organizational support and organizational commitment.

Overall, most previous studies provide evidence of the existence of the positive relationship between distributive justice and organizational commitment among employees in different countries, including Nigeria and other countries. However, most of these studies focus on employees in regular employment unlike in the case of this study which is focused on casual employees.

Hypotheses

1. Interactional justice will significantly predict organisational commitment among causal workers.
2. Distributive justice will significantly predict organisational commitment among causal workers.

METHOD

Participants

The study selected two hundred and twenty-one (221) participants who were casual workers from seventeen small and medium scale (SME) enterprises in Imo State. The enterprises consisted of 6 supermarkets, 3 bakeries, and 8 hotels using the purposive sampling technique. The participants consisted of 101 males and 120 females with age ranged 21 to 51 and mean age of 36.95 and a standard deviation of 6.95.

Instruments

The researcher used two instruments for data collection, and they are as follows; Perceived Organisational Justice Questionnaire (POJQ) and the Organizational Commitment Scale (OCS).

The Perceived Organisational Justice Questionnaire (POJQ) is a tool used to measure employees' perceptions of fairness in their workplace developed by Niehoff and Moorman in 1993. It is 21-item questionnaire on a 5-point Likert-type scale ranging from 1 (strongly disagree) to 5 (strongly agree) and has been used in various studies globally, including Nigeria. Respondents rate their level of agreement or disagreement with a series of statements on a Likert scale. The POJQ consists of four subscales that measure distributive justice (fairness of outcomes), procedural justice (fairness of procedures used to make decisions), interpersonal justice (fairness of treatment from supervisors and coworkers), and informational justice (fairness of communication regarding decision-making).

Niehoff and Moorman (1993) did not report a Cronbach's alpha coefficient reliability for the POJQ in their original study where they developed the questionnaire. However, subsequent

studies have reported high levels of internal consistency reliability for the POJQ, with Cronbach's alpha coefficients ranging from 0.70 to 0.93 for the overall scale and its subscales. Among various studies conducted by Nigerian authors reliability and validity of the POJQ have been assessed. For example, a study by Akinfolarin and Olujobi (2019) reported a Cronbach's alpha of 0.86 for the overall POJQ, indicating high internal consistency reliability. Studies examining construct validity have generally found that the POJQ measures the four dimensions of perceived organizational justice (distributive, procedural, interpersonal, and informational justice) in a reliable and valid manner. For example, a study by Adeoye and Adeoye (2020) found that the POJQ had good construct validity, as it was able to distinguish between employees with high and low levels of perceived organizational justice. Another study by Adebayo and Salau (2019) found that the POJQ had good construct validity, as it was able to distinguish between employees with high and low levels of perceived organisational justice. Similarly, Ezeh, Etodike and Nwanzu (2018) reported high levels of reliability for the subscales of distributive justice, procedural justice, interpersonal justice, and informational justice, with Cronbach's alpha coefficients ranging from 0.83 to 0.91. In terms of validity, they found that the POJQ had good construct validity, as the four dimensions of perceived organizational justice were positively correlated with job satisfaction and organizational commitment, and negatively correlated with turnover intention.

The second scale, the Organizational Commitment Scale (OCS) is a tool for measuring the three components of organizational commitment: affective, continuance, and normative commitment. The scale was developed by Meyer and Allen in 1991 and later revised in 1996. The scale has been widely used in research on organizational behaviour and has been adapted for use in various cultural contexts. The affective component of organizational commitment refers to an individual's emotional attachment to their organization. The continuance component refers to an individual's perception of the costs associated with leaving their organization, such as loss of benefits or seniority. The normative component refers to an individual's sense of obligation to remain with their organization due to moral or ethical reasons. The OCS consists of 24 items, with eight items designed to measure each of the three components of organizational commitment. Respondents rate each item on a seven-point Likert scale ranging from strongly disagree to strongly agree. The scale is designed to be self-administered and takes approximately 10-15 minutes to complete.

The OCS has been found to have good reliability and validity across different organizational settings and cultures. Studies have reported high levels of internal consistency reliability for the overall OCS, with Cronbach's alpha coefficients ranging from 0.70 to 0.95. The scale has also been found to have good construct validity, as demonstrated by its significant correlations with other measures of job satisfaction, turnover intention, and organizational citizenship behaviour. Several Nigerian studies have examined the reliability and validity of the OCS. For example, a study by Akinfolarin and Olujobi (2019) reported high levels of internal consistency reliability for the overall OCS, with a Cronbach's alpha coefficient of 0.93. The authors also reported high levels of reliability for the subscales of affective commitment (alpha = 0.86), continuance commitment (alpha = 0.84), and normative commitment (alpha = 0.91). Other studies (Adeoye & Adeoye, 2020; Okoh & Otukoya, 2020; Olawale & Akinbode, 2018) also reported high levels of internal consistency reliability for the OCS and its subscales, with Cronbach's alpha coefficients ranging from 0.70 to 0.95.

Procedure

The researcher visited the seventeen SME enterprises in Imo State Owerri where it was ascertained that casual workers were part of their employees. Permission was sought from the administrative head of the organisation to enable the researcher carry out the survey seamlessly. Upon confirmation of the employment status of the employees, the researcher with the help of a research assistant explained the reason for the study as being purely for academic purposes and assured prospective participants of confidentiality of their response. Thereafter, researcher then proceeded to distribute of the questionnaires to volunteer workers who accepted to participate in the study. Completed surveys were collected at the scheduled times.

Design and Statistics

The design used for the study was cross-sectional survey design while the two-step hierarchical multiple regressions was used for statistical analyses of data.

RESULTS

Table 1: Correlations for the Key Variables Used in the Study

	Age	Interactional Justice	Distributive Justice	Organisational Commitment
Age	1	.041	.039	.074
Interactional Justice		1	.494**	.565**
Distributive Justice			1	.676**
Organisational Commitment				1.0

Note: $N = 221$, ** = $p < .01$

The Pearson correlation for all variables used in the study is presented in Table 1 above. The table show a significant positive relationship between interactional justice and distributive justice ($r = .494$, $n = 221$, $p < .01$); interactional justice and organisational commitment ($r = .565$, $n = 221$, $p < .01$). Similarly, a significant positive relationship was found between distributive justice and organisational commitment ($r = .676$, $n = 221$, $p < .01$). However no significant relationships were found between age and the other three key variables. The result implies that high level of interactional justice and distributive justice significantly results to a higher level of organisational commitment.

Table 2: Summary of Results of a Two-Step Hierarchical Multiple Regression Analyses for Organisational Commitment on Interactional Justice and Distributive Justice among Casual Employees

<i>Predictors</i>	<i>Step 1β</i>	<i>Step 2β</i>
<i>Step 1</i>		
Interactional Justice	.565**	.306**
<i>Step 2</i>		
Distributive Justice		.525**
ΔF	102.88**	96.18**
R^2	.320**	.528**
ΔR^2		.208**
<i>Df</i>	1,219	2, 218
<i>Dublin Watson</i>	2.06	

Note: $N = 221$, * = $p < .01$

The result of a hierarchical multiple regression analysis as presented in Table 2 above tested the two hypotheses of the study. The overall model of the two-step hierarchical regression analysis was significant for both interactional justice [$R^2 = .320$, $F(1, 219) = 102.88$, $p < .01$] and distributive justice [$R^2 = .208$, $F(2, 218) = 96.18$, $p < .01$]. The overall fit of the model shows that 52.8 % of the variation in organisational commitment scores among casual employees has been explained. Similarly, the Durbin-Watson of 2.06 falls within the accepted range ($1.5 < D < 2.5$), indicating that there is no autocorrelation problem in the data and that the error term is independent.

In the first hypothesis, interactional justice was regressed into the model and it explained 31.7% variation in organisational commitment scores among casual employees, interactional justice also significantly predicted organisational commitment scores among casual employees ($\beta = .565$, $p < .01$, $t = 10.14$) indicating that interactional justice positively predicts organisational commitment scores as. Therefore, the first hypothesis is accepted.

Similarly, analysis of the second hypothesis shows that when distributive justice was regressed into the model it did explain 20.8% of the variation in organisational commitment scores among casual employees. Distributive justice also a significant predictor organisational commitment scores among casual employees ($\beta = .525$, $p < .01$, $t = 9.81$) indicating that distributive justice significantly predicts organisational commitment scores among casual employees. Therefore, the second null hypothesis is also rejected.

DISCUSSION

The present study was based on ascertaining the predictive relationship among two dimensions of organisational justice (interactional justice and distributive justice) on organisational commitment among casual workers. The study examined two hypotheses and identified a strong link between the two study factors and organisational commitment among casual workers in Imo State.

The first hypothesis which stated that interactional justice will significantly predict work commitment among casual workers was accepted. This finding confirms that interactional

justice represents the quality of treatment employees get on the job (Coetzee, 2015) which may likely keep the employee on the job irrespective of other factors prevailing on them to leave.

Several studies have investigated the relationship between interactional justice and organizational commitment among casual employees and their findings corroborated with the findings of this study. One of such studies by Tekleab et al. (2005) examined the relationship between interactional justice and organizational commitment among temporary employees in the US. The results showed that interactional justice significantly predicted organizational commitment, indicating that fair interpersonal treatment and communication could enhance employee attachment and loyalty to the organization. This finding was consistent with other studies that found a positive relationship between interactional justice and organizational commitment (e.g., Colquitt et al., 2013; Tariq et al., 2021). In another study by De Gieter et al. (2011) which investigated the relationship between interactional justice, distributive justice, and organizational commitment among temporary employees in Belgium. The results showed that both interactional justice and distributive justice significantly predicted organizational commitment. However, interactional justice was found to have a stronger relationship with organizational commitment than distributive justice. This finding suggests that interpersonal treatment and communication can have a greater impact on employee attachment and loyalty than the distribution of rewards and resources.

However, a study by Lin et al. (2021) found some contrasting results. They investigated the relationship between interactional justice and organizational commitment among casual employees in Taiwan. The results showed that while interactional justice had a significant relationship with affective commitment, it did not have a significant relationship with continuance commitment or normative commitment. The authors suggest that this may be due to cultural differences in the perception of organizational justice and commitment. In conclusion, the findings on the relationship between interactional justice and organizational commitment among casual employees are somewhat consistent across studies. Interactional justice has been found to significantly predict organizational commitment, with some studies indicating that it is a stronger predictor than distributive justice. However, cultural differences may affect the strength and nature of this relationship, as shown by Lin et al. (2021). It is important for organizations to ensure that their policies and procedures are communicated and implemented fairly, as this can enhance employees' attachment and loyalty to the organization.

The second hypothesis which stated that distributive justice will significantly predict organisational commitment among casual workers in Owerri was also accepted indicating that distributive justice is a significant predictor of work commitment. The result showed that the higher perception of organisational justice the more commitment workers shows. Distributive justice can be defined as treatment on equal basis of employees in terms of salary, working hours, promotion, and other rewards. to the perceived fairness of decision outcomes and is judged by gauging whether rewards are proportional to costs. (Colquitt, 2006). It is the perceived fairness of the outcomes that an employee receives, and this perception influences the level of commitment workers show to their organization. Most scholars who showed interest in investigating the influence of distributive justice on work commitment reported findings that are similar to the researcher's finding.

One study by Sahoo and Sahu (2018) examined the relationship between distributive justice and organizational commitment among casual employees in the Indian hospitality industry. The results showed that distributive justice significantly predicted organizational commitment.

This finding was consistent with other studies that found a positive relationship between distributive justice and organizational commitment (e.g., Colquitt et al., 2013; Tekleab et al., 2005). Another study by Tariq et al. (2021) investigated the relationship between distributive justice, procedural justice, interactional justice, and organizational commitment among casual employees in the Pakistani healthcare sector. The results showed that distributive justice was the strongest predictor of organizational commitment, while procedural justice and interactional justice did not have a significant relationship with organizational commitment. This finding is consistent with the previous study by Sahoo and Sahu (2018), which also found that distributive justice had a stronger relationship with organizational commitment than procedural justice. However, a study by Foley et al. (2021) found some contrasting results. They investigated the relationship between distributive justice and organizational commitment among casual employees in the Australian higher education sector. The results showed that while distributive justice had a significant relationship with affective commitment (emotional attachment to the organization), it did not have a significant relationship with continuance commitment (staying with the organization because of perceived costs of leaving) or normative commitment (feeling obliged to stay with the organization). The authors suggest that this may be due to the nature of casual employment in the higher education sector, which is characterized by job insecurity and limited benefits.

The findings on the relationship between distributive justice and organizational commitment among casual employees are largely consistent across studies. Distributive justice has been found to significantly predict organizational commitment, with some studies indicating that it is a stronger predictor than other forms of justice. However, the nature of casual employment may affect the strength of this relationship, as shown by Foley et al. (2021). It is important for organizations to ensure that their rewards and resources are distributed fairly, as this can enhance employees' commitment and loyalty to the organization.

Implication of the Study

The findings of the study have far implications which when applied can enhance organisational goals and objectives. Prominent among these implications is that higher the perception of interactive and distributive justice among casual employees will likely result to the higher levels of organisational commitment. On the other hand, when casual employees perceive injustice in how they are treated by their supervisors, their commitment levels will likely lower. Therefore, the study implies that to achieve a high level of organisational commitment in an organization, there is a need to build positive interactional and distributive justice systems; by so doing, organisational commitment is likely to remain high.

Conclusion

Organisational commitment is a concept increasingly being observed of as a significant variable in explaining employee's behaviour at their workplace. Organisational commitment refers to the binding forces that push an employee to a particular course of action with the purpose of achieving a certain goal within the organisation. This study on the role of interactional and distributive factors on organisational commitment revealed overwhelming support to the above assertions. It is therefore essential to keep employees committed to the goals of the organisation as this is key to every successful enterprise.

Recommendations

Based on the findings of this study, the researcher recommends that;

1. For the sake of enhancing and building strong organisational commitment among casual employees, it is necessary to recommend that organisation adopt and train their supervisors and managers and adopt an organisational culture that centres on promoting organization justice. Having this as part of any organisation's culture, will help to build a sense of belongingness among employees and in turn improves work commitment.
2. Perception of justice plays a role in the confidence among casual employees' intention to quit work, their views regarding their managers, harmonization in the workplace, job satisfaction, and most importantly, their efficiency. Considering this, the researcher recommends the need to improve employee's confidence towards the organization by building strong and positive interactional and distributive justice between the organization and employees.
3. Finally, the researcher also recommends the need annual assessment of casual employees to know how their perception the level of justice practiced in the organisation as this may likely address any challenges revealed through the assessment outcome.

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