Perceived Organizational Politics and Procedural Justice as Correlates of Organizational Commitment among Non Teaching Staff of Universities in Benue State

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ABSTRACT
This study employed an ex-post facto design to examine organizational politics, procedural justice and organizational commitment among 399 members of support staff purposively drawn from Federal University of Agriculture, Makurdi, Benue State University, Makurdi and University of Mkar near Gboko all in Benue State. Out of this number 235 (58.9%) were males and 164 (41.1%) were females. The respondents were in the age range of 18 – 58 year with a mean age of 38.6 (SD = 8.5 year). Perceived Organizational Politics Scale (OPS), Procedural Justice Scale (PJS) and Organizational Commitment Scale (OCS), were used for data collection. Three hypotheses were tested using regression analyses. It was found that organizational politics significantly related to organizational commitment among support staff. With regards to the three dimensions of organizational politics, the results showed that General Political Behaviour (GPB) was negatively significant negative relationship with organizational commitment. Going Along to Get Ahead (GAGA) was not significantly related to organizational commitment. Pay and Promotion Policies (PPP) had a negatively related to organizational commitment. There was a significant relationship between procedural justice and organizational commitment. There was a significant interactive effect of organizational politics and procedural justice on organizational commitment. Based on these findings, it was recommended that management and support staff in universities should eschew work place politics and embrace the spirit of organizational commitment.
Key words: Perceived Organizational Politics, Procedural Justice, Organizational Commitment.

INTRODUCTION
There is now a substantial body of evidence demonstrating the benefits to organizations of having a strongly committed workforce (Meyer & Maltin, 2010). Indeed, it has been revealed that employees who are committed to an organization are less likely to leave (Mathieu & Zajac, 1990; Tett & Meyer, 1993) and more likely to attend work regularly (Meyer, Stanley, Herscovitch, & Topolnytsky, 2002), perform effectively (Cooper-Hakim & Viswesvaran, 2005; Riketta, 2002), and be good organizational citizens (Meyer et al., 2002; Riketta, 2002). Commitments to other work-relevant foci, such as occupations (Meyer, Allen, & Smith, 1993), supervisors (Stinglhamber & Vandenberghe, 2003), work teams (Becker & Kernan, 2003), and customers (Siders, George, & Dharwadkar, 2001), have also been linked to retention

and other indices of effective performance of benefit to employers. Organizational commitment has been defined in a wide variety of ways and yet no consensus in defining commitment has been made over the past years (Allen & Meyer, 1990; Mathieuc & Zajac, 1990). Furthermore, the concept has attracted considerable attention in the field of organisational behaviour (Mathieu & Zajac, 1990) and most importantly, has demonstrated its predictive power regarding various important work-related attitudes such as job satisfaction and turnover as well as non-work behaviour such as organisational citizenship behaviour (Randall, Fedor & Longenecker, 1990:- Allen & Meyer, 1996; Roodt, 2004a). Allen and Meyer (1996) defined it as the psychological link between the employee and the organization that makes it less likely for an employee to want to leave voluntarily. Earlier studies have defined the concept of commitment as a one-dimensional construct based on employees' emotional attachment to the organisation (Mowday et al., 1979), while others define it in relation to the costs associated with leaving the organisation (Becker as cited in Meyer & Allen, 1991 & 1997; Powell & Meyer, 2004; Wasti, 2005 Meyer & Parfyonova, 2010). According to Meyer and Allen (1997), the concept of commitment is regarded as the psychological state that characterises the employee's relationship with the organisation and further has implication for their decision to continue or discontinue membership of the organisation. In other words, they regard a committed employee as someone who stays with the organisation through favourable or unfavourable conditions, attends to work regularly, puts in a full day, and shares organisational goals and values as well as mission.

Consistent with Mowday et al. (1982), a considerable number of studies have also conceptualised organisational commitment as the psychological attachment formed by employees in relation to their identification and involvement with their employing organisation (Buitendach and De witte, 2005 Chang, chin and Miao, 2007; Johnson and Chang 2006;)(Meyer & Allen, 1991: & 1997;) Moreover, much of such studies have conceptualized and treated organizational commitment as a single construct without paying similar empirical attention to its components. Meyer and Allen (1987) and Becker, Randal and Riegel (1995) stated that organizational commitment is multidimensional in nature and empirical consideration of its multidimensionality have not received as much research attention as commitment especially in Nigeria. Meanwhile, to measure organizational commitment as a one-dimensional construct may be misleading because numerous researchers For instance. (Meyer & Allen; (1991) have argued that an employee's relationship with an organization might reflect varying degrees of all the three components of commitment: affective, continuance and normative commitment.
For more than three decades, perceptions of organizational politics have been extensively studied and have emerged as a good predictor of many job outcomes (Vigoda-Gadot, 2003; Vigoda-Gadot & Drory, 2006). Of great interest is the negative effect that perceptions of politics seem to have on job outcomes (job satisfaction, organizational commitment). Clearly, there is abundant evidence in literature that most studies on organizational politics were carried out in the United States and Europe (Hochwarter, Witt, & Kacmar, 2000; Randall, Cropanzano, Bormann, & Birjulin, 1999), and a few in Nigeria (e.g., Ugwu & Onyishi, 2012).

Therefore the understanding of the role the construct plays in organizations runs the risk of being culturally biased if it is not given substantial attention in continents other than America and Europe. The current study is a step toward closing that chasm and building up literature on these relationships by examining politics in the Nigerian university setting. Many years of varying experiences have supported a general belief that behaviour in organizations is political (Ferris & Kacmar, 1992). The concept has received an increasing research attention both in management literature and behavioural research. The direction of most research in this area has predominantly focused on the role of organizational politics in organizational outcomes. But despite that a variety of perspectives have been adopted to understand politics in organizations (Yukl & Tracey, 1992), it has been difficult, although there is a common belief that political behaviour can be defined by the nature of the act or by people's perceptions of what is political (Vredenburgh & Maurer, 1984). Gandz and Murray's (1980) assertiogn that organizational politics is a subjective experience, and thus, as a state of mind is acceptable. This understanding of organizational politics suggests that three factors provide the full essence of perceived organizational politics, they are: (i) general political behaviour (GPB), which includes the behaviours of individuals who act in a self-serving manner to obtain valued outcomes, (ii) go along to get ahead (GAGA), which consists of a lack of action by individuals in order to secure valued outcomes; and (iii) pay and promotion policies (PPP), which involve the organization behaving politically through the policies it enacts (Kacmar & Carlson, 1997).

Another variable that has been linked with organizational commitment which has also attracted the interest of researchers is perceived justice. Organizational justice is a key factor associated with the success of every organization; it is an essential component and predictor of successful organizations. In order to keep employees satisfied, committed, and loyal to the organization, the organization needs to be fair in its system regarding (i) distributive justice, (ii) procedural justice, and (iii) interactional justice. When employees feel that they are treated fairly by the organization in every aspect, they are inclined to showing more positive attitude and behaviours to achieve job satisfaction. Organizational justice is considered a fundamental requirement for the effective functioning of organizations. Cropanzano, Bowen and Gilliland (2007) argued that organizational justice is a sort of 'glue' that allows people to work together effectively. In the organizational context, procedural justice is considered an important resource in social exchange. Malik and Naeem (2011) maintained that procedural justice is the fairness of the procedures used in the organization to determine the employee's outcomes. Thus, procedural justice refers to the perceived fairness or equity of the procedures used in making decisions regarding the distribution of rewards, such as promotion. Procedural justice emphasises the fairness of the procedures used in the organization and the decision making concerning the outcomes. Ponnu and Chuah (2010) proposed that perceptions of procedural justice are positively related to organizational commitment but not to turnover intentions. Procedural justice has been found to have a significant positive relationship with organizational commitment (Cohen-Charash & Spector, 2001; Colquitt et al., 2001). In their two-factor model, Sweeney and McFarlin (1993)

suggested that procedural justice is a better predictor of organizational commitment when compared with distributive justice. Their explanation was that fair procedures let employees 'feel they will "get a fair share" from the organization and its representatives should they perform well in future, even if current rewards were unfair' (Sweeney & McFarlin, 1993). On the contrary, when individual employees perceive that the organisation is only minimally interested in meeting its own needs, they are more likely to respond with lower loyalty and trust and fewer contributions to the organisation effectiveness. This study set out to investigate perceived organisational politics and procedural justice as correlates of organisational commitment among support staff of universities in Benue State. It is suggested in the literature that within the social exchange theory, perception of psychological contracts will directly affect employees' organisational commitment (McDonald & Makin, 2000; Meyer & Parfyonova, 2010). The choice of non-teaching staff for this study is because of the seeming disparity and expression of anger or observed dissatisfaction against their academic counterparts working in similar or same organisations. It has been observed that support staff of universities has been largely overlooked in recent literature when the issues of perceived organizational politics, procedural justice and organizational commitment have come under scrutiny. The role of support staff in these universities in Benue State and their relegation from the mainstream institutional matters have, thus been largely ignored. It may be along this line that Banata and Kuh (1998) have drawn attention to this oversight by stating that a faculty cannot by itself accomplish the universities objectives for a student's intellectual and personal development; it needs the cooperation of others who work with students where students spend the majority of their time.

Also, whereas numerous researchers have studied organizational commitment in different samples of hospital employees (Welsh & La Van, 1981), corporate employees (Wahn, 1998), manufacturing personnel (Allen & Meyer, 1990) and bank employees (Mowday, Porter, & Dubin, 1974), less is done on university employees (Wahn, 1998). While, most of such studies are Western-based, some researchers like (Baruch; (1998), have doubted the viability and suitability of organizational commitment to today's fast changing environment in the west. It is important to shift research on this construct to environments other than the western countries in order to have a fuller understanding of its essence. Moreover, much of such studies have conceptualized and treated organizational commitment as a single construct without paying similar empirical attention to its components. Given these obvious knowledge gaps this study is aimed to bridge these gaps in our local setting by assessing the relationships between perceived organizational politics, procedural justice and organizational commitment among non-teaching staff of three universities in Benue State, Nigeria.

The general aim of the study is to investigate the influence perceived organizational politics and procedural justice on organizational commitment among support staff of universities in Benue State. Specifically, the study sought to:

    i.   Determine the influence of perceived organizational politics on organizational commitment among support staff of universities in Benue State.

ii.   Investigate the influence of perceived procedural justice on organizational commitment among support staff of universities in Benue State.

iii.   Examine the joint influence of perceived organizational politics and procedural justice on organizational commitment among support staff of universities in Benue State.

iv.   Investigate the main and interactive effects of university type, sex and job status on organizational commitment among support staff of universities in Benue State.

METHOD

Design

This study employed an ex-post facto design. It is ex-post facto because the 2 independent variables – perceived organizational politics and perceived procedural justice were not manipulated.

Participants

The study consisted of 399 respondents drawn from support staff of three universities; 270 (67.7%) from Federal University of Agriculture, Makurdi, 110 (27.5%) from Benue State University Makurdi and 19 (4.8%) from the University of Mkar, Gboko all in Benue State. Out of this number 235 (58.9%) were males and 164 (41.1%) were females. Their ages ranged from 18-58 years with a mean age of 38.6 years (SD = 8.5 years). The distribution of respondents according to job status indicated that 193 (48.4%) were junior staff, 191 (47.9%) were senior staff and 15 (3.8%) were casual staff. One hundred and twenty two (122) (30.6%) were single, 241 (60.4%) were married, 15 (3.8%) divorced their partners and 21 (5.3%) lost their partners. The work experiences of respondents in years range from 1-35 years. The distribution of respondents according to ethnic groups showed 163 (40.9%) were Tiv, 95 (23.8%) were Idoma, 42 (10.5%) from Igede and 99 (24.8%) respondents were drawn from other ethnic groups without specifications. The religious affinity of respondents indicated that 357 (89.5%) were of Christian faith, 37 (9.3%) were Muslims and 5 (1.3%) could not indicate their religion.

Instruments:

Three (3) different instruments were used in the study. The first instrument adopted is the Perceived Organizational Politics Scale (Kacmar & Carlson,1997). This scale measures three dimensions of organizational politics: General Political Behaviour (2 items); Go Along To Get Ahead (7 items) and Pay and Promotion Policies (6 items). The items were measured on a 5-point Likert-type response format with higher scores indicating a negative perception of organizational politics. Perceived procedural justice was assessed with the Procedural Subscale from the Organizational Justice Measure (Colquitt, 2001). The full scale of the Organizational Justice Scale is a 20-item scale that measures four dimensions of organizational justice. They are: distributive (4 items), procedural (7 items), informational (5 items), and interpersonal justice (4 items). The present study adopted the 7-item subscale that measures procedural justice. The scale followed a 5-point Likert-Type response format that ranged from (1 = to a small extent to 5 = to a large

extent). It asks respondents to rate the extent to which procedural justice has been applied in their work setting. Organizational Commitment Scale (Allen & Mayer, 1990). It is a 24-item scale that measures the three dimensions of commitment as delineated by Allen and Mayer (1990) consisting of affective commitment (AC), normative commitment (NC), and continuance commitment (CC). These dimensions have eight items each.

Data Analysis

Data collected for the study were analysed using Statistical Package for Social Sciences (SPSS), Version 21.0. SPSS is a statistical package used for rigorous statistical analysis mostly in the Social Sciences. The data collected for this study was analysed using regression analysis to determine the influence of organizational politics on organizational commitment as well as contribution of procedural justice to organizational commitment. Also, Three-Way ANOVA was used to test main and interactive effect of university type, sex and job status on organizational commitment of support staff from University of Agriculture, Makurdi, Benue State University and University of Mkar. Finally, Mean, Standard Deviation and Simple Percentages were used for analysis of demographic data.

RESULTS
Hypothesis 1

The first hypothesis stated that perceived organisational politics will significantly predict organisational commitment among support staff of universities.

This hypothesis was tested using Multiple Regression Analysis and the summary of results is presented in table 1

Table 1: Multiple Regression analysis showing the Influence of Perceived Organizational Politics on Organizational Commitment among members of support staff of universities in Benue State

Variables	R	R^2	F	β	t	P
Org. Commitment						
Constant	.435	.189	28.377		15.31	.000
GPB				-.220	-4.53	.000
GAGA				.283	5.66	.000
PPP				-.254	5.22	.000
Normative Commitment						
Constant	.414	.172	25.217		14.26	.000
GPB				-.237	-4.83	.000
GAGA				.235	4.64	.000
PPP				-.246	-5.00	.000
Affective Commitment						
Constant	.431	.186	27.819		8.67	.000
GPB				-.061	-1.25	.213
GAGA				.419	8.30	.000
PPP				-.246	-3.57	.000
Cont. Commitment						
Constant	.334	.112	15.319		14.19	.000
GPB				-.242	-4.77	.000
GAGA				.074	1.41	.159
PPP				-.213	-4.17	.000

The results presented in Table 1, showed that there was a significant influence of organizational politics on organizational commitment of members of staff of universities {R = .435 = R^2 = .189 (F (3, 395) = 28.377, t = 15.31, p< .05}.

Also, the results presented in Table 1 indicate that there was a significant joint influence of GPB, GAGA and PPP on normative commitment among members of staff of universities {R = .414 = R^2 = .172 (F (3, 395} = 25.217, t = 14.26, p< .05

The results presented in Table 1 further, show that there was a significant joint influence of GPB, GAGA and PPP on affective commitment among support staff members of universities (R = .431 = R^2 = .186 {F (3, 395) = 27.82, t = 8.67, p< .05}.

The final results in respect of hypothesis 1 as presented in Table 1 revealed that there was a significant joint influence of GPB, GAGA and PPP oncontinuance commitment among members of staff of universities (R = .334 = R^2 = .112 {F (3, 395) = 15.32, t = 14.19, p< .05}.

Hypotheses II

The second hypothesis states that perceived procedural justice will significantly influence organizational commitment among support staff of universities in Benue State.

This hypothesis was tested using Simple Linear Regression Analysis and the summary of results presented in table 2

Table .2: Simple Linear Regression analysis showing the Influence of Procedural Justice on Organizational Commitment

Variables	R	R^2	F	β	t	P
Org. Commitment						
Constant	.193	.037	14.182		63.518	.000
Procedural justice				.193	3.766	.000
Normative Commitment						
Constant	.218	.047	18.23		55.37	.000
Procedural justice				.218	4.269	.000
Affective Commitment						
Constant	.045	.002	.729		53.92	.000
Procedural justice				.045	.854	.394
Cont. Commitment						
Constant	.211	.045	17.15		49.34	.000
Procedural justice				.211	4.41	.000

The results presented in Table 2 showed that there was a significant positive influence of procedural justice on organizational commitment among support staff members of universities (R = .193 = R^2 = .037 {F (1, 397) = 14.182, t = 3.766, p< .05}. The results also showed that there was a significant influence of procedural justice on normative commitment among support staff members of universities {R = .218 = R^2 = .047 {F (1, 398) = 18.23, t = 55.37, p< .05}. The results further showed that there was no significant influence of procedural justice on affective commitment among support staff members of universities (R = .045 = R^2 = .002 (F (1, 398) = .729, t = 53.92, p> .05). The final results indicated that there was a significant influence of

procedural justice on continuance commitment among support staff members of universities (R = .211 = R^2 = .045 {$F_{(1, 398)}$ = 17.15, t = 49.34, p< .05}.

Hypotheses III

Hypothesis three states that there will be a significant joint influence of perceived organizational politics and procedural justice on organizational commitment among support staff members of universities in Benue State.

This hypothesis was tested using Multiple Regression Analysis and summary of is presented in Table 3.

Table 4.3: Regression analysis showing the joint influence of perceived organizational politics and procedural justice on organizational commitment

Variables	R	R^2	F	β	t	P
Org. Commitment						
Constant	.464	.215	24.990		15.21	.000
GPB				-.230	-4.79	.000
GAGA				.264	5.32	.000
PPP				-.239	-4.97	.000
Procedural justice				.164	3.50	.001
Normative Commitment						
Constant	.457	.209	23.982		4.18	.000
GPB				-.248	-5.16	000
GAGA				.212	4.26	.000
PPP				-.229	-4.73	.000
Procedural justice				.194	4.12	.000
Affective Commitment						
Constant	.431	.186	20.807		8.63	.000
GPB				-.061	-1.25	.213
GAGA				.418	8.27	.000
PPP				-.174	-3.55	.000
Procedural justice				.002	.037	.920
Cont. Commitment						
Constant	.390	.152	16.346		14.12	.000
GPB				-.254	-5.10	.000
GAGA				.050	.978	.329
PPP				-.194	-3.88	.000
Procedural justice				.203	4.167	.000

The results presented in Table 3, showed that there was a significant joint influence of procedural justice and organizational politics on organizational commitment {R = .464 = R^2 = .215 {$F_{(4, 394)}$ = 24.990, t = 15.21, p< .05}. Also, the results showed that there was a significant joint influence of organizational politics {GPB, GAGA and PPP} and procedural justice on normative commitment {R = .457 = R^2 = .209 {$F_{(4, 394)}$ = 23.982, t = 14.18, p< .05}. The results further indicated that there was a significant joint influence of organizational politics {GPB, GAGA and PPP} and procedural justice on affective commitment (R = .431 = R^2 = .186 ($F_{(4, 394)}$ = 20.807, t = 8.63, p< .05.

Finally, the results revealed that there was a significant joint influence of organizational politics {GPB, GAGA and PPP} and procedural justice on continuance commitment (R = .390 = R^2 = .152 {$F_{(4, 394)}$ = 16.346, t = 14.12, $p<$ .05}.

Hypotheses IV

Hypothesis four states that there will be main and interactive effects of university type, sex and job status on organizational commitment among support staff of universities in Benue State. It was tested using ANOVA and summary of results is presented in Table 4.

Table 4: Three-Way ANOVA summary table showing the main and interactive effects of university type, sex and job status on organizational commitment of support staff among support staff of universities

Source	Type III Sum of Squares	Df	Mean Square	F	Sig.	Partial Eta Squared
Corrected Model	34195.736ᵃ	33	1036.234	2.746	.000	.199
Intercept	419552.232	1	419552.232	1111.749	.000	.753
Universities	3010.973	2	1505.486	3.989	.019	.021
Sex	2210.133	1	2210.133	5.857	.016	.016
Status	8621.752	2	4310.876	11.423	.000	.059
Universities * Sex	2846.367	1	2846.367	7.542	.006	.020
Universities * Status	1863.366	2	931.683	2.469	.086	.013
Sex * Status	617.521	1	617.521	1.636	.202	.004
Universities * Sex * Status	1971.082	1	1971.082	5.223	.023	.014
Error	137743.772	365	377.380			
Total	1574936.000	399				
Corrected Total	171939.509	398				

a. R Squared = .199 (Adjusted R Squared = .126)

Results presented in Table 4.4 revealed that there was a significant interactive effect of type of university and sex difference on organizational commitment ($F_{(1, 365)}$ = 7.542, p <.05). Above all, the results showed that there was interactive effect of university type, sex and job status on organizational commitment ($F_{(1, 365)}$ = 5.223, $p<$.05) with the effect size 1.4% ($Etasq$ = .014).

Table 5. Showing Mean Scores (M) and Standard Deviation (SD) score of Organizational Commitment of support staff

Variables	Levels	Mean	SD	N
Universities	UAM	62.48	1.70	270
	BSU	58.84	2.35	110
	MKAR	70.94	6.69	19
Sex	Male	64.79	2.14	235
	Female	61.54	2.27	164
	Senior	65.70	2.53	193
	Junior	62.91	2.35	191
Job Status	Casual	36.80	5.03	15

The results presented in Table 5.5 revealed that members of support staff from University of Mkar recorded higher mean scores on organizational commitment (M = 70.94, SD = 6.69) than their counterparts from University of Agriculture, Makurdi (M = 62.48, SD = 1.70) and Benue State University, Makurdi (M = 58.54, SD = 2.35). This is graphically presented as shown in Figure 1.

DISCUSSION, RECOMMENDATIONS AND CONCLUSIONS
Discussion of Findings

Hypothesis one stated that perceived organizational politics will significantly predict organizational commitment. Result indicated that perceived organizational politics (GPB and PPP) negatively and significantly influenced organizational commitment among support staff members. This means that when support staffs perceived high level of general political behavior and negative pay and promotion policies in their universities, they showed low levels of organizational commitment.

Secondly, it was found that perceived procedural justice significantly predicted organisational commitment among support staff of universities. This means that the higher level of procedural justice in the work place, the higher the level of organizational commitment. This finding is convincing because naturally all human beings want to be treated fairly. Therefore, when workers are given fair treatment in terms of promotion, pay and other rights and privileges, they may be committed towards achieving organizational goals. However, when the opposite is the case, workers naturally develop lukewarm attitude to job performance and they tend to jettison the spirit of identification with and involvement in their organizations. This finding supports social exchange theory developed by Blau (1964) which is relevant in explaining employer-employee contractual relationship. It is a theory of social justice which emphasizes fair reciprocal responsibilities from managerial officers and non-managerial staff (who in this context are supporting staff). The reciprocity rule embedded in this theory give no room for impartiality which brings injustice in the work place. But instead focuses on fair play in the workplace by both management and employees. It was found that procedural justice was positively related to the three dimensions of commitment; affective, continuance and normative. This implies that when justice is done in any organization, workers show emotional attachment to that organization and also demonstrate their resolve to continue working with the organization. Above all, workers in organization where fairness is encouraged have a

strong feeling that they owe that organization a duty to discharge functions without reservation. On the other hand, when and where inequality and injustice is promoted the reverse becomes the case.

Analysing for hypothesis three, it was found that organizational politics and procedural justice have significant joint influence on organizational commitment. This means that there was a joint influence of organizational politics and procedural justice on workers' commitment. This implies that organizational politics and procedural justice are co-determinants of organizational commitment. It further means that when a work place is highly politicised and at the same time workers are not treated fairly, there would be a decline in commitment. However, low level of organizational politics coupled with high degree of fairness in the work place will likely promote commitment among workers. This finding supports Loi, *et al's* (2006) study which examined the relationships among employees' justice perceptions, perceived organizational support (POS), organizational commitment and intention to leave in Hong Kong and found that both procedural and distributive justice contributed to the development of POS and organizational politics and POS mediated their effects on organizational commitment and intention to leave. This therefore point to the direction that both procedural justice and politics determine level of work commitment among support staff members of universities.

Hypothesis four showed that there was a significant interactive effect of type of university and sex difference on organizational commitment. This means that type of university and sex differences are co-determinants of organizational commitment. This finding is in sharp contrast with research finding by Kónya, et al. (2016) which showed that characteristics of organizations and most demographic characteristics have little effect on organizational commitment. There was however, no significant interactive effect of type of university and job status on organizational commitment. This means that the university type-job status interaction does not affect organizational commitment. Results indicated that there was no interactive effect of sex and job status on organizational commitment. These findings supported research finding by Kónya, et al. (2016) which showed that characteristics of organizations and most demographic characteristics have little effect on organizational commitment. Above all, there was a significant interactive effect of university type, sex and job status on organizational commitment. This implies that the characteristics of support staff such the type of university they come from, their sex and job status are likely to collectively affect their commitment to organization. This finding partially supported the research finding of sSalami (2008) who investigated the relationships of demographic factors (age, marital status, gender, job tenure, and educational level), emotional intelligence, work-role salience, achievement motivation and organizational commitment of industrial workers and found that all demographic factors except gender significantly predicted organizational commitment of the workers. This finding runs contrary with Kónya, et al.'s (2016) finding which showed that there was no interactive effect of university type, sex and job status on organizational commitment of university support staff.

CONCLUSION

In conclusion, this study investigated the influence of perceived organizational politics, procedural justice on organizational commitment among supporting staff of universities in Benue State:

Results showed that organizational politics (GPB and PPP) had negative effect on commitment, procedural justice promotes organizational commitment, organizational politics and procedural justice had joint influence on organizational commitment, and there was interactive effect of university type, sex and job status on organizational commitment among participants sampled. It was therefore recommended that attention should be paid to justice in the workplace where the policy makers, human resource management practitioners must consider fairness in procedures and eschew politics of bitterness

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