



## **Mediating Role of Work Centrality on the Perceived Influence of Organisational Justice on Psychological Detachment among Employees in Ekiti State, Nigeria**

By

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### **ABSTRACT**

*The research work was carried out to explore the mediating role of work centrality on the perceived influence of organisational justice on psychological detachment. A total number of five hundred and twenty (520) workers from 3 different sectors participated in the study. Three Psychological instruments were used; they comprises of Recovery Experience Scale Organisational Justice Scale and Work Centrality scale. Six hypotheses were developed and tested using independent t-test and regression statistics. The result showed a significant influence of organisational justice on psychological detachment, a significant influence of procedural justice on psychological detachment, as well as an interactional influence justice on psychological detachment; there is no significant effect of distributive justice on psychological detachment.. Findings also revealed that work centrality significantly mediate the influence of organisational justice on psychological detachment. Gender influences were found on organisational justice and work centrality but there is no significant effect of gender difference on psychological detachment. The result was conversed in line with relevant literature and recommendations were subsequently made based on the findings.*

**Keywords:** Work Centrality, Organisational Justice, Psychological Detachment, Employees, Ekiti State

### **Introduction**

Human Resources are considered as most potent and vital resources of an organisation to make it a thriving, it can be considered to be the most essential in an organisation. All other essential resources, natural resources etc. are said to be dependent on talented and capable human resources for their optimal utilization. Every employee wants a decent working environment, in terms of reasonable pay, procedures used in determining rewards, distribution of rewards, interaction with supervisors to make them more satisfied and committed to their work and organisation. When employees are treated fairly in an organisation, they feel the need to respond to the organisation in form of constructive behaviours.



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Al-Zu'bi, (2010) said an employee who have a sense of fairness and feel that they are rewarded fairly for their genuine contributions to the organisation are satisfied with the organisation and tend to reciprocate the effort of the organisation by putting in their very best for the organisation. The reward mostly comprises of multiple benefits other than financial gains. Employees with high job satisfaction tend to utilize higher levels of enactment, productivity, commitment and retention rates. Naturally, human beings love pleasure and always want to get involved in what will bring them pleasure. This is also applicable on job situations because when an individual's work is pleasurable, probably the individual will dedicate more of his time to that work but when it is otherwise, it may bring about dampening the interest of the individual in that kind of work because the work situation is not pleasurable. Losing interest in what someone is doing will not allow that individual to give in his/her best to the work and the organisation.

### **Psychological Detachment**

In the old-style working arrangements, most individuals not working at home had the opportunity to detach or disengage themselves from work during off-job time. They physically leave their working place and go home or to other places where they spend their evening hours or weekends. However, nowadays, being physically away from the working place does not necessarily imply leaving one's work behind in psychological terms. In contemporary work contexts, individuals have to focus on getting their work done, irrespective of the location at which they complete their responsibilities. For example, while at home, individuals may have to complete additional job-related tasks such as reading reports or preparing material for the next working day. In addition, when not purposely completing job-related tasks, individuals may continue to think about their jobs, ruminate about job-related problems, or reflect about impending chances. When staying psychologically attached to jobs during evening hours, individuals are said not to detach from their work. Etzion, Eden, &Lapidot (1998) introduced the term sense of detachment describing it as "the individual's sense of being absent from the work situation". Detachment implies not being occupied by work-related duties. For example, when detached from work, an individual will not receive job-related phone calls at home and will abstain from job-related activities.

In addition, when an individual get detached psychologically from work, such persons stop thinking about job-related problems or opportunities. Psychological detachment implies a distraction from job-related thoughts. For psychological detachment to occur it is not necessary for one to change location by leaving the working place; one must also stop thinking about issues related to work.

According to Sonnentag & Bayer (2005) Psychological detachment from work denotes to a state of mind during non-work time characterized by the absence of job-related activities and thoughts. It implies distancing oneself from the job not only in a physical, but also in a psychological or mental sense. Psychological detachment occurs when the individual is not occupied with work-related thoughts, tasks or emotions, but instead, disengages physically and psychologically from work.

During the past decades, researchers (Sonnentag& Bayer 2005, De Lange, De Witte, &Notelaers, 2008) have increasingly considered psychological detachment from the positive perspective in an organisation. It is said that detachment from work will enhance relaxation which will bring about refreshing the employee for the tasks ahead or to be ready physically and psychologically for the next day's work.



*Citation:*



However, this research work considered psychological detachment from a negative aspect, that is, negative conditions that warrant employees being detached from work. This detachment makes employee not to have anything to do with his/her work. It doesn't give the employee the refreshing thought or cleared mind to prepare for work the next day but it just about not willing to get involved in any work related issues because of the negative circumstances in the organisation. When employees perceive unfairness from their organisations, when promotions are not coming as at when due, when salaries are being delayed, when favouritism are shown to some employees within an organisations, when the procedure of the organisations is not been fair, when employees are not treated properly in an organisations, employees may lose interest in their job and once there is no interest in the job, they detach psychologically from the job. The moment the employee perceives that organisation is not keeping up with their agreement in terms of their contract, it may results in employees' detachment from work, not because of the stress of the job, not because of the challenges of the job or to refresh him/herself for the task ahead or for the work for the next day, but because there is a perceived unfair treatment from the organisation. The situation keeps the organisation on a slow pace to function effectively and efficiently in the environment.

### **Organisational Justice**

Organisational justice denotes the extent to which employees perceive outcomes, procedures and interpersonal relationship in an organisation to be fair. The concept of perception of fairness in an organisation is an imperative concept for employees because it affects their attitudes and behaviours which in turn lead to positive or negative employee satisfaction and performance. An unfair perception leads to dissatisfaction with outcomes or rewards. An employee exerts less effort on the job and ultimately part with the organisation when unfair treatment is perceived. (Mowday, 1987).

As organisational justice is a useful concept, it covers everything from system of payment to treatment by one's boss. Researchers of Organisational behaviour identified three types of organisational justice, which are distributive justice, procedural justice and interpersonal justice which are further divided into interactional and informational justice (Colquitt 2005, Greenberg, & Zapata-Phelan, 2005).

According to Cropanzano, Rupp, Mohler and Schminke (2001), individuals along with the economic importance of outcomes, also consider their socio-emotional value. The socio-emotional value focuses on the quality of the relationships among people, containing aspects of status and dignity. Bies&Moag (1986) came up with the concept interactional justice, which refers to the treatment that an employee receives in terms of explanations for decisions and the information with compassion and respect.

Procedural justice is the idea of fairness in the processes that resolve disagreements and give resources to people. Justice is considered as a key concern in our everyday life, in issues related to work and home especially when decisions are made regarding resources that are limited. It deals with the aspect of whether procedure to justice in an organisation is being followed adequately and in fairness to the employees. Its concerns with the how transparent the processes by which decisions are made, and may be contrasted with distributive justice (fairness in the distribution of rights or resources), and retributive justice (fairness in the punishment of wrongs). Hearing all parties before a decision is made is one step which would be considered appropriate to be taken in order that a process may then be characterized as procedurally fair. Some theories on procedural justice embrace fair procedure that leads to



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equitable outcomes, even if the requirements of distributive or restorative justice are not met. It has been proposed that the outcome of the higher quality interpersonal interactions often found in the procedural justice process, which has shown to be stronger in affecting the perception of fairness during conflict resolution.

Distributive justice affects performance when efficiency and productivity are involved (Cohen-Charash & Spector, 2001). Improving perceptions of justice increases performance (Karriker & Williams, 2009). Organisational citizenship behaviours (OCBs) are employee actions in support of the organisation that are outside the scope of their job description. Such behaviours depend on the degree to which an organisation is perceived to inculcate distributive justice (Cohen-Charash & Spector, 2001; Karriker & Williams, 2009). Interpersonal justice, a subcomponent of organisational justice, has come to be seen as consisting of two specific types of interactional treatment (e.g. Greenberg, 1993). The first labelled interactional justice reflects the degree to which people are treated with politeness, dignity, and respect by authorities or third parties involved in executing procedures or determining outcomes. The second, labelled informational justice, focuses on the explanations provided to people that convey information about why procedures were used in a certain way or why outcomes were distributed in a certain fashion where more adequacy of explanation is prevalent, the perceived level of informational justice is higher. (Sam Fricchione 2006).

### **Work Centrality**

According to Paullay, Alliger and Romero (1994) work centrality is the belief that individuals have, with regard to the degree of importance that work plays in their lives. It is a general belief about the value of working in one's life. It is also a belief in work, for work sake and the importance of work (Miller, Woehr and Hudspeth 2001). In organisational work setting, the attitude a worker exhibit depends on the value the person placed on that work and this will determine their input to the organisation and the result of the output they get. A worker who does not value their work will not be able to take risk for the organisation and most times, it can also lead to inefficiency in the work place. People with high work centrality report to work even when they are eligible for retirement and would continue to work, even if their financial situation would allow them to live comfortably without working (Arvey, Harpaz and Liao, 2004, Miller, Woehr and Hudspeth 2001). Researchers in their bid to understand the determinants of work ethics, have discussed various suspected environmental antecedents of work centrality, which include the following: Age, Education, occupation, seniority, job reward and employment status. Apart from the above antecedents, there are other factors that are likely to impact on goals and accomplishments by influencing emotional reaction, personal choice and motive.

Work centrality is said to be a normative belief about the value and importance of work in the formation of one's life (Kanungo 1982). People who consider work a central life interest are certain that it is the most important part of life; it is something to be engaged in for its own sake (Hattrup 2007). Work centrality motivates the worker to engage deeper in their work and to make use of their knowledge and skills for a worthy production. This, in turn, benefits their organisation (Uçanok 2011). An international research project carried out in the 1980s (Meaning of Work: MOW 1987) constituted an important cornerstone of our understanding the centrality of work.

Work centrality has been shown to have an important influence on the development of organisational commitment (Mannheim 1984). According to Mannheim, Baruch, and Tal



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(1997), organisational commitment, in its affective aspect, is an outcome of work centrality. Mannheim (1997) has assumed that work centrality provides an impetus to the individual in the form of commitment. Studies that devised work centrality as a predictor of organisational commitment have found significant positive results (Mannheim. 1997; Kuchinke/ Kang/Oh 2008; De Stefano 2012). Work centrality has been conceptualised as the positive antipode of work alienation (Bal/Kooji 2011). The latter has been identified as a construct inversely capturing psychological engagement (Hirschfield/Feld 2000) and as potentially having a negative impact on work commitment. Work centrality, rather than containing elements of psychological engagement, represents a judgment representing the relative importance of work to an individual's life. Thus, it is a function of the relative value placed on work and has the potential to influence work related attitudes and behaviours. Individuals who place greater importance on work are inclined to experience positive work outcomes, such as organisational commitment and organisational citizenship behaviours (Uçanok/Karabati 2013).

### **Hypotheses**

1. There will be a significant effect of organisational justice on the psychological detachment of employee in an organization.
2. There is going to be a significant effect of procedural justice on psychological detachment of employee in an organization.
3. There will be a significant influence of distributive justice on psychological detachment.
4. There will be a significant influence of interactional justice on psychological detachment
5. Work centrality will significantly mediate the effect of organisational justice on psychological detachment.
6. There will be a significant gender difference in the perception of organisational justice, psychological detachment and work centrality.

### **Method**

#### **Participants**

A total number of 520 participants were purposively selected from 3 different sector of the civil service in Ekiti-State. They are selected from the Ministry of Finance, Ekiti State secretariat Ado-Ekiti, Ekiti State Teaching Hospital, Ado-Ekiti and Nigerian Police Force, Ado-Ekiti. Three different organisations with different settings were chosen for better insight. Ministry of Finance and Ekiti State teaching hospital were chosen because they are facing financial issue their organisation in terms of salary delay and deductions while Nigerian police was chosen because of the challenges of their job in their offices and on the field. A total number of 182 (93 males and 89 females) participated from the Ministry of Finance Ekiti-State Secretariat Ado-Ekiti, 175 (89 males and 86 females) from Ekiti-State Teaching Hospital, Ado-Ekiti and 163 (87 males and 76 females) from Police Headquarters, Iyin road, Ado-Ekiti. 51.73% of the participants were male while 48.27% of the participants were female (269 males and 251 females) ranging from the age of 23 years to 65 years. Research participant were approached separately and given questionnaire containing four subdivisions. Section A contains the demographic information like sex, age, marital status e.t.c. Section B contains the psychological detachment scale, and Section C, organisational justice scale and Section D contain the work centrality scale.

### **Research Design:**



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Factorial design was adopted for this study. The design made it conceivable to test for the individual and interaction effects of the identified independent variables on the dependent variable.

### Measures

**Psychological detachment** was measured using Recovery Experience Questionnaire Scale developed by Sonnentag and Fritz's. The REQ (Sonnentag & Fritz, 2007) which has four subscales, namely detachment from work, relaxation, mastery, and control. And it's on a 5-point Likert scale (1 = totally disagree, 5 = totally agree). Sample items includes; "I forgot about work during my off-job time". The internal consistency (Cronbach's alpha) for psychological detachment from work subscale varied from .88 to .95, for relaxation from .90 to .95, for mastery from .88 to .91, and for control from .87 to .93.

**Organisational justice** was measured using Organisational Justice Scale developed by Colquitt (2001). The scale consists of four dimensions, namely procedural justice, distributive justice, interpersonal justice and informational justice. This is based on Colquitt's four-dimensional measure that includes: Distributive Justice (four items), Procedural Justice (seven items), Interactional Justice (four items), and Informational Justice (five items). The subscales obtained reliability indices for Distributive Justice, Procedural Justice, Interactional Justice, and Informational Justice, respectively in the field samples of these study: .61, .71, .29, .68 (Colquitt, 2001). All outcome was measured with 5-point Likert scales with anchors of 1 = strongly disagree and 5 = strongly agree

**Work centrality** was measured with a shortened version of Work Centrality scale of Hirschfeld and Feild (2000). The scale accessed the cognitive belief of individual respondents regarding the degree of importance the work plays in their lives. All outcome measures was measured with 5-point Likert scales with anchors of 1 = strongly disagree and 5 = strongly agree. The scale obtain reliability indices of .76

### Procedure

When the data was to be collected, the researcher seeks permission from the appropriate authority which was granted. The questionnaires were given to participants from each of the organisation. Access was granted to meet with the workers in their different offices and the researcher personally administered the questionnaire to them and encouraged them to complete the questionnaire. The workers were encouraged to respond as honest as possible and they were assured on utmost confidentiality of their responses. A total of 600 copies of questionnaire were administered, only five hundred and thirty seven were recovered and five hundred and twenty were found. Data collection took approximately 4 months.

### Statistical Analysis

Regression was used to analyse hypothesis 1 and 5 because the independent variable (Organisational Justice) has four subscales and also, because of the mediating variable that the researcher wants to measure for the hypothesis 5. Hypotheses 2, 3, 4 and 6 were analysed using independent t-test to be sure of its detailed influence on dependent variable (Psychological Detachment) and the dependent variable is on interval scale of measurement

### Result

Hypothesis one: states that there will be a significant effect of organisational justice on psychological detachment was tested using regression. The result is shown in the table below.

**Table 1: Regression summary table showing the influence of organisational justice on psychological detachment**

| Model | B | T | R | R <sup>2</sup> | F | P |
|-------|---|---|---|----------------|---|---|
|-------|---|---|---|----------------|---|---|



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|                       |       |       |                  |      |        |      |
|-----------------------|-------|-------|------------------|------|--------|------|
| Distributive Justice  | .025  | .146  | 310 <sup>a</sup> | .096 | 13.636 | <.01 |
| Procedural Justice    | .248  | 2.846 |                  |      |        |      |
| Informational Justice | -.085 | -.631 |                  |      |        |      |
| Interactional Justice | .691  | 5.601 |                  |      |        |      |

Table 1 shows that there is a significant effect of organisational justice on psychological detachment. ( $F(4, 514) = 13.636$   $P < .05$ ). Hypothesis supported.

Hypothesis two which states that there will be a significant influence of procedural justice on psychological detachment was tested with independent t-test. The result is presented in the table below.

**Table 2: using independent t- test, here is the summary of the table showing the effect of procedural justice on psychological detachment of employee in organization.**

|                          | procedural justice | N   | Mean  | Std. Deviation | Std. Error Mean | df  | t     | P    |
|--------------------------|--------------------|-----|-------|----------------|-----------------|-----|-------|------|
| Psychological detachment | Low                | 209 | 48.69 | 12.302         | .853            | 518 | 1.397 | <.05 |
|                          | High               | 311 | 50.02 | 9.368          | .531            |     |       |      |

Table 2 reveals that there is a significant effect of procedural justice on psychological detachment. ( $t(518) = 1.397$   $P < .05$ ). Using mean score, the result reveals that individual high in experiencing procedural justice ( $N = 311$ , Mean = 50.02, SD = 9.368) tends to experience psychological detachment than those with low procedural justice ( $N = 209$ , Mean = 48.69, SD = 12.302).

Hypothesis three: indicates that there will be a significant effect of distributive justice on psychological detachment was tested using independent t-test.

**Table 3: Independent t- test summary table showing the influence of distributive justice on psychological detachment**

|                          | Distributive justice | N   | Mean  | Std. Deviation | Std. Error Mean | df  | t     | P    |
|--------------------------|----------------------|-----|-------|----------------|-----------------|-----|-------|------|
| Psychological detachment | Low                  | 245 | 51.12 | 10.600         | .680            | 518 | 3.146 | >.05 |
|                          | High                 | 275 | 47.95 | 10.440         | .630            |     |       |      |

Table 3 reveals that there is no significant influence of distributive justice on psychological detachment ( $t(518) = 3.146$ ,  $P > .05$ ). Nonetheless, comparison of the mean score reveals that individuals which are low in the experience of distributive justice ( $N = 245$ , Mean = 51.12, SD = 10.600) tends to be little more detached psychologically than those with high distributive justice ( $N = 275$ , Mean = 47.95 SD = 10.440).

Hypothesis four which states that there will be a significant influence of interactional justice on psychological detachment was tested using independent t-test.

**Table 4: Independent t- test summary table showing the influence of interactional justice on psychological detachment**



Citation:



|                          | Interactional justice | N   | Mean  | Std. Deviation | Std. Error Mean | df  | t    | P    |
|--------------------------|-----------------------|-----|-------|----------------|-----------------|-----|------|------|
| Psychological detachment | Low                   | 275 | 49.90 | 10.726         | .647            | 518 | .930 | <.05 |
|                          | High                  | 245 | 49.03 | 10.548         | .674            |     |      |      |

Table 4 reveals that there is a significant influence of interactional justice on psychological detachment. ( $t(518) = -.930$   $P < .05$ ). Hypothesis confirmed. It can also be pressed further from the comparison of mean scores that individuals with high interactional justice ( $N = 245$ , Mean = 49.03, SD = 10.548) tends to be more detached psychologically than those with low interactional justice ( $N = 275$ , Mean = 49.90, SD = 10.726).

Hypothesis five which states that work centrality will significantly mediate the effect of organisational justice on psychological detachment.

**Table 5: Regression summary table showing the influence of work centrality and organisational justice on psychological detachment**

| Model                 | B     | T      | R                 | R <sup>2</sup> | F      | P    |
|-----------------------|-------|--------|-------------------|----------------|--------|------|
| Distributive Justice  | -.001 | .024   | .359 <sup>a</sup> | .129           | 15.161 | <.01 |
| Procedural Justice    | .115  | 2.490  |                   |                |        |      |
| Informational Justice | .195  | 4.394  |                   |                |        |      |
| Interactional Justice | -.097 | -1.705 |                   |                |        |      |
| Work Centrality       | .282  | 5.904  |                   |                |        |      |

Table 5 shows that work centrality significantly mediate the effect of organisational justice on psychological detachment ( $F(5, 514) = 15.161$   $P < .01$ ).

Hypothesis six which states that there will be a significant gender difference in the perception of organisational justice, psychological detachment and work centrality was tested using independent t-test.

**Table 6: Independent t-test summary table showing the differences of sex in the perception of organisational justice, psychological detachment and work centrality**

|                          | Sex    | N   | Mean    | Std. Deviation | Std. Error Mean | df  | t      | P    |
|--------------------------|--------|-----|---------|----------------|-----------------|-----|--------|------|
| Psychological detachment | Male   | 269 | 48.86   | 10.150         | .619            | 518 | -1.415 | >.05 |
|                          | Female | 251 | 50.18   | 11.123         | .702            |     |        |      |
| Work centrality          | Male   | 269 | 9.96    | 2.170          | .132            | 518 | 2.161  | <.05 |
|                          | Female | 251 | 9.48    | 2.877          | .182            |     |        |      |
| Organisational justice   | Male   | 269 | 70.0520 | 12.15621       | .74118          | 518 | 2.140  | <.01 |
|                          | Female | 251 | 64.9243 | 12.47871       | .78765          |     |        |      |

Table 6 shows that there is a significant gender difference in the perception of organisational justice ( $t(518) = 2.140$   $p < .01$ ). Male are higher in the perception of organisational justice than there female counterpart from their mean score (Male = 70.0520, Female = 64.9243). Also, the table reveals that there is no significant difference in perception of psychological detachment by both genders. ( $t(518) = -1.415$   $P > .05$ ). Moreover, the table reveals that there is a significant difference of gender in the perception of work centrality ( $t(518) = 2.161$   $P < .05$ ). The mean score shows that male has higher perception about work centrality than there female counterpart. (Male = 9.96, Female = 9.48)



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## Discussion

As pointed out before, this study examined the mediating role of work centrality on the perceived influence of organizational justice and psychological detachment among employees in Ekiti State, Nigeria.

The study postulated six hypotheses in the mediating role of work centrality on the perceived influence of organizational justice and psychological detachment among employees in Ekiti State, Nigeria. The first hypothesis stated that there will be a significant influence of organisational justice on psychological detachment and the result reveals that there is a significant influence of organisational justice on psychological detachment. The result shows that the employee detached from work because they felt that the organisational justice of the organisation has not been fulfilling its obligations concerning the employees. It shows that the employee felt that the organisation has not been fair in terms of organisational justice in the organisation and this allows the employee to detach from work because the situation within the organisation is not encouraging enough for the employee to be committed and not to detach from their work. It means that if employee finds the organisation fair in terms of the organisational justice, they will not detach from their work.

An organisational justice refers to the extent of which employees perceive outcomes, procedures and interactions of an organisation to be fair. This hypothesis was supported with the work of RabiaAslam, SadafShumaila, ShamaSadaqat, Hira Bilal, MehwishIntizar (2010) that shows a positive correlation between organisational justice and job satisfaction. In their study they found out that once the organisation is being fair in terms of distributive, procedure, interaction, the employee exhibit job satisfaction which leads to commitment and giving in their best to the organisation. Also, Olowodunoye (2015) tested if organisational justice had a significant positive relationship with knowledge sharing behaviour and it was confirmed from the result obtained from the study that organisational justice had a significant positive relationship with knowledge which implies that the higher the level of perception of organisational justice, the higher the commitment to knowledge sharing behaviour. It shows that the more the employee perceived their organisation of being fair to them, the more they will not detach from their work, stay committed and be ready to give their best to the organisation.

The second hypothesis stated that there will be a significant influence of procedural justice on psychological detachment and the result shows that there is a significant influence of procedural justice on psychological detachment. The result shows that the employee detached from their work because they felt that the organisation has not fulfilled their part of the agreement concerning procedural justice. This brings about the fact that if there is a proper procedure in an organisation and the procedure is being followed in the way of remuneration within an organisation, workers having their own say in making decision in the organisation and also been involved in the process of policy making in the organisation, workers will always work to the best of their ability so as to give the organisation the best result from their workforce and to make the organisation produce their good and services effectively and efficiently. It allows workers to work for the organisation even when they are not on the job or during working hours. They will make sure the work of the day is done before they can rest even at the expense of doing the work after work hour. There will be no lacklustre behaviour on the job provided the procedure agreed upon is duly followed and taken to cognisance.



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Procedural justice concerns employees' perceptions of the fairness of their organisations' procedures. Procedures are considered fair to the extent that they allow employees to give voice to their positions before a decision is made (Thibault & Walker, 1975); prevent bias; result in consistent outcomes; use accurate information; are correctable after decisions are made; take into consideration the concerns of everyone affected by a decision; and reflect prevailing moral and ethical standards (Leventhal, 1980). From the work of Douglas Flint, (2013), Procedural justice has shown significant linkages to organisational outcomes such as satisfaction, organisational commitment. Procedural justice enhances the commitment of employee within an organisation and also their effectiveness. Perceptions of monitoring procedures have a significant effect on organisational commitment (Douglas Flint, Lynn M. Haley and Jeffrey J. McNally, 2013). Also, in their work of diagnostic measure for procedural justice further support this hypothesis that perception of procedural justice enhances the commitment of an employee in an organisation. Also, a study by (ArtiBakhshi, Kuldeep Kumar, Ekta Rani, 2009) support this hypothesis that procedural justice influence psychological detachment. Procedural justice positively correlates with Organisation commitment. By this affirmation, it is said that procedural justice influences psychological detachment in the sense that the perception of procedural justice gives employees the right attitude to work even as off time duty and also during vacation so as to get the best for the organisation and to get the right elevation and effectiveness for the organisations as well.

The third hypothesis stated that there will be a significant influence of distributive justice on psychological detachment and the result of this study go against the hypothesis. Perceptions of an unfair distribution of work rewards relative to work inputs create tension within an individual and the individual is motivated to resolve the tension (Adams, 1963). This simply shows that civil servant in Ekiti did not detach from work because they felt that distributive justice in the organisation is being upheld. This talks about the fact that with the perception of distributive justice in their organisation, this shows that distributive justice is not the cause of the workers been detached from work. There is this perception that the organisation is been fair to them in terms of distributing the rewards according to their input to the organisation. Distributive justice concerns the nature of a socially just allocation of goods in an organisation. The concept includes the available quantities of goods, the process by which goods are to be distributed, and the resulting allocation of the goods to the members of the organisation. It is supported by the work of (Kamran Iqbal, 2014) which state that distributive justice do not have significant impact on job satisfaction. In this study, it shows that distributive justice does not influence psychological detachment of employees in Ekiti-state. Based on the result of this study, perception of a fair distribution of work is adequate and upheld. It encourages them to work effectively because distributive justice within the organisation is being followed as agreed upon by the organisation and the employees.

The fourth hypothesis stated that there will be a significant influence of interactional justice on psychological detachment and from the result, there is a significant influence of interactional justice on psychological detachment. This shows that the way the organisation respects the dignity and politely addressed the employees goes a long way in which the employee will not detach from work. This makes the employee to detach from because the perception of interactional justice is being truncated. Interactional justice has come to be seen as consisting of two specific types of interpersonal treatment (e.g., Greenberg, 1990, 1993). The first, labelled interpersonal justice reflects the degree to which people are treated with politeness, dignity, and respect by authorities or third parties involved in executing



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procedures or determining outcomes. The second, labelled informational justice, focuses on the explanations provided to people that convey information about why procedures were used in a certain way or why outcomes were distributed in a certain fashion. Having this understanding about the organisation, it enhances job production by which employee work for the organisation even at off job time or during vacation. How the organisation disseminate information within the organisation is being fair to the employee whereby it makes employee to be more dedicated to their job and to work tirelessly to achieve the best for the organisation and the best for themselves. Empirical research on informational justice and stress-related concerns is sparse. It seems reasonable to expect, however, that individuals' self-evaluations and self-worth would benefit when organisational agents engage in open, trustworthy, and honest communication (Colquitt, 2001). A lack of informational justice may, in turn, diminish individuals' trust in management and thus lower their self-esteem (Colquitt, 2001); further, informational injustice may evoke perceptions of ambiguity among targets because they lack sufficient information about how resources are being allocated (Cropanzano, 2007). This was supported with the work of Marzieh Heidari, Saeed Rajaeepoor, Sayyed Mohammad Reza Davoodi and Nima Bozorgzadeh (2012) that interactional justice has a significant relationship with organisational citizenship behaviour. This shows that organisations has to take the perception of interactional justice as serious as possible so as to allow their employee have an idea of how information is been passed and manage in the organisation and the relationship between the superior and the subordinate within the organisation should be as cordial and respectful as possible so as not to let the employee detach from their work due to such negative factors.

The fifth hypothesis stated that work centrality will significantly mediate the influence of organisational justice on psychological detachment and from the result gotten from the study; it shows that work centrality significantly mediate the effect of organisational justice on work centrality. It shows that despite the fact that the employees are not comfortable with the state job in the organisation, they are still committed to their work. They still go extra mile to do the work because of the importance they placed of their job. According to Paullay, Alliger and Romero (1994) work centrality is the belief that individuals have, with regard to the degree of importance that work plays in their lives. It is a general belief about the value of working in one's life. It is also a belief in work for work sake and the important of work (Miller, Woehr and Hudspeth 2001).

The sixth hypothesis stated that there will be a significant gender difference in perception of Organisational justice, psychological detachment and work centrality. From the result of the study, there is a significant gender difference in the perception of organisational justice and work centrality while there is no significant gender difference in the perception of psychological detachment. This result made us to understand that the way male perceive organisational justice is different from the way female perceived, this isn't supported with other some studies that has been carried out on the perception of organisational justice by gender. Al-Zu'bi(2010) found out there is no significant relationship between gender and of respondents and their perceptions of organisational justice. Also, (Alsalem&Alhaiani, 2007) get to know from their study that there is no significant sex perception on organisational justice.

Also, woman may be faced with male dominated work environment and thus find themselves in less satisfying and financially rewarding job (Gould & Werbel, 1983). However, some studies found women responding high level of work centrality than men. Unlike the



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work of Oguegbe, Okeke, Akune, Ogochukwu (2014) where they tested if there will be a significant between male and female on work centrality. From their study, there is no significant difference between male and female in the perception of work centrality. This study also lets us to know that there is no significant difference in the male and female perceived psychological detachment. This was supported the study of Owolabi 2015 that there is no significant sex difference was observed in work locus of control and workplace bullying.

### **Conclusion**

Results of this study, shows that for employees to be committed to their work and not to detach from their work in the organisation, organisational justice must prevail. Through this fact, employee will be able to commit themselves to the organisation by given their best and not to detach from their work psychologically.

Procedural justice must be intact in the organisation. By this, the workers will put in their best on the job even when they are not on the job or during the working hours. Basically, procedural justice stands a motivating factor in an organisation in other not to allow employees to be detached from their work. From the result of this study, it shows that workers detached from work due to the fact that they felt the procedure been used in the organisation is been truncated.

Also, it is known that the awareness of distributive justice in organisation does not bring about workers been detached from work because the fact remains that the workers know that distributive justice is intact in the organisation and this made them not detach from work

In this study also, it's evident also that through the fact in this study that the organisation failed the face of interactional justice and in this respect, the employees are not giving in their best to their work in the organisation. This shows that respect is reciprocal within an organisation and the way an organisation is been set up in term of hierarchy go a long way in the way the employee will have to put in their best for the organisation. The relationship between the superior and the subordinate, how information is been passed, used and managed in the organisational and even the convenience in the organisation is very important. A condusive environment is also important.

In the perception of organisational justice not being fair to the employee, work centrality mediates the influence of organisational justice on psychological detachment. It shows that even in the face of the organisation not be fair in terms of justice, employee are committed to their work and are using even their leisure time to work for their different organisation.

Finally, it shows that in those organisations, both male and female have different perception about organisational justice and work centrality; but perceived psychological detachment is the same way. This shows that the male take cognisance of organisational justice and work centrality more than the females. Females should be encouraged not to take back sit and be contented with anything that comes there way. They should be able to stand up for their right.

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