

WORKPLACE MICROAGGRESSIONS AND EMPLOYEE COMMITMENT AMONG NON-ACADEMIC STAFF OF THE UNIVERSITY OF UYO

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ABSTRACT

This study was conducted to evaluate workplace microaggressions and employee commitment among Non-Academic staff of university of Uyo. The objectives were to investigate the influence of macroassaults, macroinsults and microinvalidations on employee commitment among Non-Academic staff of University of Uyo. A survey research design was adopted for the study. The population for the study was 1749 with a sample size of 315 which determined using Krejcie and Morgan formula for sample determination. Data were collected using questionnaire which was administered to 315 Non-Academic staff of the University of Uyo, out of which 300 copies were filled and returned. The data collected were analysed using, mean, standard deviation and multiple regression analysis. Findings indicated that macroassaults, macroinsults and microinvalidations have significant influence on employee commitment among Non-Academic staff of University of Uyo . It was concluded that macroassaults, macroinsults and microinvalidations significantly and positively associated with employee commitment among Non-Academic staff of University of Uyo. Therefore, it was recommended that the organisation should develop and enforce policies that explicitly address all forms of discriminatory behavior, including subtle microaggressions. Regular sensitivity and diversity training should be mandatory for all staff and administrators.

Keywords: *Workplace, Microaggressions, Macroassaults, Macroinsults, Microinvalidations, and Employee Commitment*

INTRODUCTION

In most organisations globally, employee commitment stands as a cornerstone of success, boosting productivity, improving job satisfaction, and minimising turnover. This dynamic becomes even more crucial in higher education institutions, particularly public universities. While academic personnel are frequently highlighted for their contributions to research and teaching, it is non-academic staff that provides the foundation for institutional operations. Their efforts are critical; they drive administrative efficiency, provide vital student support, and ensure the institution's operational stability. Many Nigerian universities, including the University of Uyo, rely on these staff to keep the university running regularly. Their jobs, which are frequently behind the scenes, support the infrastructure that permits academic programmes to thrive and students to excel. Given the scope and depth of their contributions, understanding the factors that influence their commitment is critical to maintaining long-term institutional growth and resilience.

One emerging element that may jeopardise employee commitment is microaggressions, which is a subtle and sometimes unintentional type of prejudice or derogation directed at members of marginalised groups (Sodhi, 2025). The concept has received significant attention in organisational psychology and human resource management due to its potential negative effects on employee well-being and commitment. In Nigerian universities, where diversity exists across ethnic, gender, and social strata, microaggressions can manifest in day-to-day interpersonal interactions, leading to feelings of marginalisation, resentment, and emotional exhaustion among non-academic staff. These experiences may have a significant impact on their affective and normative commitment to the organisation (Amah and Oyetunde, 2019; Umukoro and Adediji, 2021).

Furthermore, microaggressions can have a major psychological impact. Victims frequently experience increased stress, worry, despair, and feelings of estrangement (Farber *et al.*, 2020). Microaggressions can take three forms: microassaults, microinsults, and microinvalidations (Yancura *et al.*, 2016; Torres *et al.*, 2019). Additionally, Microassaults are conscious, subtle or blatant racial, gender, or sexual orientation biased attitudes, beliefs, or behaviours expressed by environmental clues, verbalisations, or actions. There are deliberate, conscious discriminatory behaviours or slurs designed to harm or demean a person because of their identity, such as race, gender, sexual orientation, or religion. Similarly, microinsults are tiny remarks or actions that show insensitivity and diminish a person's heritage, background, or identity. Often inadvertent, these statements convey rudeness or insensitivity, implying inferiority. In the same vein, microinvalidations are remarks or contextual cues that seek to invalidate the views, feelings, or experiences of marginalised groups such as people of colour, women, and LGBTQIA+ individuals. These may be the most devastating type of microaggressions because they deny the lived reality of marginalised groups, creating the experience of being an alien in one's own land (Memon *et al.*, 2022; Torres *et al.*, 2019).

Research indicates that microaggressions in any form, as well as bad racial experiences in the workplace, create a hostile environment, lowering employee engagement and undermining organisational trust. This is consistent with the findings of Brown *et al.* (2024), who found that microaggressions and discrimination are common among university staff, especially targeting marginalised groups. In addition to reducing job satisfaction, these unpleasant events also fuel a toxic workplace culture.

Furthermore, according to Uford (2017), several key elements influence employee commitment, including job satisfaction, perceived organisational support, leadership quality, career growth opportunities, work-life balance, recognition, and effective communication, and the non-academic university workers are not exempted. These interrelated factors have a big influence on employees' motivation and sense of belonging and define how they interact with their duties. Also, a solid corporate culture, fair pay policies, and a sincere dedication to diversity and inclusion all contribute to increased employee engagement and loyalty. According to Straaten *et al.* (2016) and Pinho and Colston (2024), employees are more likely to stay dedicated and make a significant contribution to the university's purpose when they feel valued, supported, and treated fairly. However, adverse experiences like microaggressions might weaken commitment. Research indicates that microaggressions are linked to a higher intent to quit and a negative relationship with affective commitment (King, 2010). This emphasises how important it is to create a conducive, hospitable workplace where all workers feel safe and appreciated to maintain good performance and retention rates.

Statement of the Problem

In many Nigerian universities, efforts to foster a diverse and inclusive campus environment have gained momentum in recent years. In recent years, several Nigerian universities have accelerated their efforts to create a diverse and inclusive campus community. Despite this development, workplace microaggressions are still a pervasive and worrying issue, particularly among non-academic employees. These subtle but detrimental behaviours, such as contemptuous remarks, exclusion from important decisions, or biased assumptions based on race, gender, or age, are frequently dismissed or overlooked. However, their cumulative influence can be devastating, hurting employee morale, mental health, job performance, and workplace harmony.

The informality of these microaggressions makes them more challenging to recognise, report, or deal with. As a result, many afflicted individuals prefer silence to confrontation, resulting in a culture of resignation and latent dissatisfaction. This hidden fight undermines the same ideals of inclusion and equity that institutions seek to achieve. At the University of Uyo, where administrative competence and strong staff collaboration are critical to institutional success, the persistence of microaggressions endangers both productivity and employee satisfaction. Notably, earlier studies did not adequately address these challenges, leaving a crucial knowledge gap. This gap inspired the researcher's interest in examining how workplace microaggressions influence employee commitment among non-academic workers at the University of Uyo. Therefore, this study was designed to investigate the effect of workplace microaggressions on employee commitment among the non-academic staff of the University of Uyo. Specifically, the research aimed to: (i) examine the influence of microassaults on employee commitment among the non-academic staff of the University of Uyo, (ii) evaluate the influence of microinsults on employee commitment among the non-academic staff of the University of Uyo, and (iii) assess the effect of microinvalidations on employee commitment among the non-academic staff of the University of Uyo. To guide the study, the following research questions were raised: (i) How do microassaults affect employee commitment among the non-academic staff of the University of Uyo? (ii) What role do microinsults play in employee commitment among the non-academic staff of the University of Uyo? (iii) What are the effects of microinvalidations on employee commitment among the non-academic staff of the University of Uyo? To answer the research questions, the following hypotheses were proposed: Ho1: Microassaults have no significant effect on employee commitment among the non-academic staff of the University of Uyo. Ho2: Microinsults play no significant role in employee commitment among the non-academic staff of the University of Uyo. Ho3: There is no significant effect of microinvalidations on employee commitment among the non-academic staff of the University of Uyo.

LITERATURE REVIEW

Conceptual Review

The Concept of Microaggressions

Microaggressions in the workplace are subtle frequently inadvertent biases that have a big effect on marginalised groups in organisations. According to Smith and Griffiths (2022), these take the form of microassaults, microinsults, and microinvalidations. Common examples include mispronunciation, racial or gender-based competence questions, and discriminatory statements (Westover, 2024). These subtle types of discrimination are common across different racial groups and workplaces, requiring tailored interventions since they can raise burnout and need additional cognitive and emotional resources from affected individuals to manage. (King et al., 2022; Westover, 2024). Research reveals that microaggressions have considerable negative impacts on employees' psychological well-being, physical health, and job satisfaction (Costa et al., 2022; King et al., 2022).

Microassaults

Microassaults in the workplace are explicit, intentional behaviours that marginalise or injure members of under-represented or oppressed groups. These behaviours may include the use of racial slurs, disparaging comments, or overtly discriminatory actions taken knowingly by the perpetrator. Unlike microinsults and microinvalidations, which are sometimes subtle or unintentional, microassaults are planned and frequently arise from deeply entrenched biased ideas (Yancura et al., 2016; Torres et al., 2019). These antagonistic behaviours have far-reaching consequences, frequently leaving long-term psychological scars. Microassaults have been linked to poor psychological well-being, compromised physical health, and decrease job satisfaction in a variety of organisations (Costa et al., 2022). These experiences have an impact not just on individual individuals, but also on team chemistry and organisational performance. Consistent exposure to microassaults and other forms of overt discrimination has been associated to lower productivity, emotional weariness, and increased stress. Over time, the cumulative effect of these aggressions can result in increased turnover among marginalised individuals and establish a workplace culture of exclusion, fear, and mistrust. Such circumstances might inhibit diversity and inclusion efforts, eventually impacting organisational reputation and long-term success (Torres et al., 2019; Williams, 2021; Costa et al., 2022).

Microinsults

Microinsults, a subset of microaggressions, are subtle, often unintended verbal or behavioural slights that show rudeness or insensitivity to a person's identity. These statements often diminish a person's heritage, IQ, or abilities and are frequently given in secret or disguised forms (Johnson & Johnson, 2019, 2022; Memon et al., 2022; Torres et al., 2019). Though subtle, these behaviours can have long-term psychological impacts on recipients, leading to increased stress and lower self-esteem (Spencer, 2017). Research found that microinsults can cause sentiments of exclusion and invisibility, especially among marginalised groups (Mereish, 2022). Their covert character frequently means that they go unnoticed by the perpetrators, making them challenging to address or correct in both social and professional situations (Sturdivant, 2017).

Microinvalidations

Microinvalidations are one of three types of microaggressions, which are subtle, sometimes unconscious acts of discrimination that send negative or contemptuous messages to marginalised groups. These behaviours serve as hidden forms of communication that exclude, reject, or invalidate the views, emotions, or lived experiences of people from these groups (Sue et al. 2007). Although they may look tiny, their cumulative effect can be detrimental to both physical and mental health (Yancura et al., 2016). In contrast to microassaults, which are overt and purposeful, and microinsults, which show latent insensitivity, microinvalidations are usually unconscious and disguised within seemingly neutral or even well-meaning comments. They can be more difficult to detect and oppose because they are hidden in everyday encounters, but the harm they inflict by ignoring and invalidating disadvantaged experiences is profound (Yancura et al., 2016; Hudson & Hunter, 2020). This constant invalidation causes prolonged psychological stress, low self-esteem, and anxiety. Because these experiences are generally imperceptible to people outside the impacted group, they are frequently undervalued or overlooked. This makes microinvalidations particularly dangerous, since they subtly perpetuate existing social structures while silencing the voices of those most impacted (Memon et al., 2022). Beyond inclusive practices that validate multiple perspectives, microinvalidations marginalise non-dominant identities and create circumstances in which only certain ideas are

accepted as legitimate (Skinner-Dorkenoo et al., 2021). As a result, microinvalidations are not only personal, but also highly political, serving as everyday mechanisms that perpetuate institutional inequity.

Employee commitment

Employee commitment is critical to organisational performance and retention since it reflects an individual's loyalty and psychological attachment to their company (Uford et al., 2022). It has three major components: affective, continuance, and normative commitment. Affective commitment, emotional attachment to the organisation is associated with higher job satisfaction, reduced turnover, and improved performance (Hadi and Tentama, 2020; Latha and Kiranmayi, 2023). However, this link of emotive, continuous, and normative commitment can be weakened by microaggressions, which are small, often unintentional discriminatory acts that diminish trust and psychological safety, particularly among marginalised employees. Employees are more likely to stay when the perceived costs of quitting are high, such as financial or social losses. While it can improve retention, it lacks emotional engagement, particularly in hostile circumstances (Allen and Meyer, 1990). Normative commitment is derived from a sense of obligation created by culture or organisational investment. However, exposure to microaggressions may erode this sense of obligation if employees believe the organisation fails to promote justice (Allen and Meyer, 1990). To improve commitment, particularly affective commitment, Buskirk and Mariah (2020) proposed that organisations aggressively promote diversity, address microaggressions, and link principles with everyday experiences.

Theoretically Framework

This study is based on organisational justice theory, which was first introduced by Stacy Adams in 1963 and later advanced by John Thibaut and Laurens Walker in the 1970s, with significant expansion by Jerald Greenberg in 1987. The theory evolved to include three central dimensions: distributive, procedural, and interactional justice, which together provide a comprehensive framework for understanding perceptions of fairness within organisational contexts. Organisational justice theory, in particular, provides a critical lens for investigating workplace microaggressions because it highlights how perceived injustices whether related to outcomes, processes, or interpersonal treatment can have a significant impact on employee well-being and the overall organisational climate (Greenberg, 1990; Colquitt et al., 2001). The theory contends that employees judge fairness not just by the results they obtain, but also by the procedures employed to achieve those results and the quality of interpersonal relationships.

Microaggressions, which are frequently subtle and unconscious, typically violate interactional justice by undermining respect, dignity, and fairness in communication (Strand and Cohen, 2021). These breaches, though sometimes dismissed as insignificant, play a crucial role in developing an employee's perception of fairness inside the organisation. Interactional justice, in particular, emphasises the harm caused by perceived injustice, such as dismissive remarks or biased assumptions that can undermine trust and morale (Caldwell, 2014). Microaggressions act as continual reminders to marginalised employees that they are undervalued, sustaining systemic imbalances. As people constantly evaluate fairness in their daily encounters, seemingly tiny slights become effective markers of broader, structural inequities inside the organisation (Strand and Cohen, 2021). Furthermore, organisational justice theory supports the premise that repeated exposure to microaggressions can have a negative impact on employee attitudes, motivation, and performance. Even when procedural and distributive justice are seen as fair, a lack of interactional justice might make employees feel excluded or undervalued (Colquitt et al., 2001).

Empirical Review

Brown *et al.* (2024) conducted a study to investigate microaggressions and discrimination among university workers, focusing on disparities across social identities and their effects on job satisfaction. The study had three main goals: documenting staff experiences with microaggressions and discrimination, assessing disparities based on race/ethnicity, gender identity, sexual orientation, and handicap status, and investigating the relationship between these experiences and job satisfaction. Data were collected from 680 varied staff members at a large public institution via web-based surveys. The survey employed microaggression scales as well as standard measures of prejudice in the workplace. The result found that microaggressions and discrimination were ubiquitous, with marginalised groups experiencing much higher rates. Notably, regular exposure to such negative situations was associated with poorer levels of job satisfaction. The study emphasised the need of addressing microaggressions in higher education settings through focused education and campus climate development.

Salmon (2022) investigated the concealed nature of racism using microaggressions in UK science research organisations. The study sought to compare individual experiences of microassaults, microinsults, and microinvalidations to institutional reactions, revealing a gap between the viewpoints of minority women of colour (WOC) scholars and those in positions of authority. The study used a constructivist paradigm and conducted 31 interviews with women of colour scientists and organisational leaders. The study found considerable discrepancies in how microaggressions were perceived and addressed. While women of colour described nuanced and painful experiences, institutions frequently developed regulations that ignored the subtle, deniable parts of microaggressions. The study concluded and advocated that, rather than depending on general diversity initiatives, institutions prioritise believing and supporting women of colour scientists in order to alleviate feelings of shame and loneliness caused by subtle prejudice.

Costa *et al.* (2023) conducted a meta-analysis examining the relationship between microaggressions and outcomes such as psychological well-being, physical health, job-related results, and coping mechanisms. They also analyzed potential moderators including the microaggression target, publication year, publication status, sample occupation, and inclusion of non-stigmatized group members. Drawing on 141 articles and 154 samples, their findings showed that microaggressions are consistently linked to poorer psychological and physical health, as well as increased coping behaviors. These negative effects were stable across different groups and contexts, reinforcing the pervasive and harmful impact of microaggressions. The study emphasizes the need for interventions to reduce microaggressions, especially in educational and workplace settings.

METHODOLOGY

A survey research design was adopted for the study. The population of the study consisted of 1749 none academic staff of the university obtained from personnel department of the university. Also, the unit of analysis comprised of employee under the umbrella of Senior Staff Association of Nigerian Universities (SSANU), Non-Academic Staff Union of Educational and Associated Institutions (NASU) and National Association of Academic Technologists (NAAT). The sample size of the study was 317 which were determined using Krejcie and Morgan Sample Size Formula as follows:

$$S = \frac{X^2 \cdot N \cdot P \cdot (1 - P)}{d^2 \cdot (N - 1) + X^2 \cdot P \cdot (1 - P)}$$

Where:

- i. S = required sample size
- ii. N = population size = 1749
- iii. P = population proportion (assumed to be 0.5 for maximum sample size)
- iv. D = margin of error = 0.05
- v. X^2 = chi-square value for 1 degree of freedom at 95% confidence level = 3.841

Inputting the values:

$$S = \frac{3.841 \cdot 1749 \cdot 0.5 \cdot 0.5}{0.05^2 \cdot (1749 - 1) + 3.841 \cdot 0.5 \cdot 0.5}$$

$$S = \frac{3.841 \cdot 1748 \cdot 0.25}{0.0025 \cdot 1748 + 3.841 \cdot 0.25}$$

$$S = \frac{1678.33}{4.37 + 0.96025} = \frac{1678.33}{5.33025} = 315$$

The stratified random sampling technique was used. The respondents were stratified based on their various bodies or unions. The number of employees chosen by each union to participate in the survey was based on the proportion of their contribution to the population as follows:

$$H = \frac{y \cdot X(n)}{N}$$

Where:

H = Proportionate Sample Size

y = Number of element for each stratum

N = Total Population Size

n = Representative sample size derived for the study

Table 1: Distribution of Non-Academic Staff

Union	Population	Proportionate Sample Size
SSANU	1175	212
NASU	546	98
NAAT	28	5
Total	1749	315

Source: Researcher's Compilation (2025)

Data for this study was mostly gathered from a primary source, specifically through the use of questionnaire. The research instrument was design using closed-ended questions. A 4-point rating scale was used for the study which range from Strongly Agree (4), Agree (3), Disagree (2), and Strongly Disagree (1) was utilised. The instrument was subjected to face and content validity assessments. Cronbach's alpha tests were also used to ensure reliability. The Cronbach's alpha test revealed an eigenvalue of 0.7 for the fifteen questionnaire items tested. The obtained data was analysed using descriptive statistics as well as regression analysis. The descriptive statistics utilised were mean and standard deviation while multiple regression was applied to test the study's null hypotheses. The multiple regression model was developed to guide the study. It was given as:

$$EC = f(MA, MI, MD)$$

1

$$EC = a_0 + a_1MA + a_2MI + a_3MD + e$$

2

Where;

a = Interception of the equation

EC = Employee Commitment

MA = Macroassults

MI = Macroinsults

MD = Microinvalidations

a_1 a_2 = Coefficients of the Independent variables

e = Error term

Data Presentation

Table 2: Distribution of Questionnaire

	Questionnaire Administered	Questionnaire Returned	Percentage Returned
SSANU	212	200	95.2%
NASU	98	95	
NAAT	5	5	
Total	315	300	95.2%

Source: Researcher's Compilation, 2025

Table 2 shows that 315 copies of the questionnaire were distributed to Non-Academic Staff of the University of Uyo, but 300 copies of questionnaire were filled and returned which form the base for the analysis.

Table 3: The Analysis of Questionnaire Responses Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Employee Commitment	300	1.00	4.00	2.3100	1.00861
Macroassults	300	1.00	4.00	2.2500	1.02844
Macroinsults	300	1.00	4.00	2.2800	1.02882
Microinvalidations	300	1.00	4.00	2.2467	1.02109
Valid N (listwise)	300				

Source: Researcher's Computation (2025)

All mean values are between 2.25 and 2.31 on a scale of 1 to 4. This suggests respondents generally lean slightly below the midpoint (2.5), which might indicate mild disagreement or neutral-to-low agreement, depending on how the scale was defined. All SDs are around 1.02, which is relatively high given a 4-point scale. This indicates a wide spread of responses, meaning that respondents did not agree uniformly opinions likely varied. The minimum is 1.00, and the maximum is 4.00 for all items so the full range of the scale was used. This supports the idea of high variability and shows that both extremes (strong disagreement and strong agreement) were chosen by some respondents. Highest mean: Item 1 (2.3100) and Lowest mean Item 4 (2.2467). While the differences are small, Item 1 was viewed slightly more favorably than the others.

The data show that all four items had similar average responses, with means ranging from 2.25 to 2.31 on a 4-point scale. These suggest a generally neutral to slightly negative sentiment. The standard deviations, all slightly above 1.0, indicate a high level of response variability, meaning opinions were widely dispersed. Additionally, since all items ranged from 1.00 to 4.00, it is clear that all response options were used, reinforcing the variability. Item 1 had the highest average score, although only marginally.

Table 4: The Multiple Linear Regression Analyses on the influence of macroassults, macro insults and micro invalidation on employee commitment among Non-Academic Staff of University of Uyo

Model Summary ^b						
Model	R	R Square	Adjusted Square	R Std. Error of the Estimate	Durbin-Watson	
1	.921 ^a	.849	.847	.39428	1.931	

ANOVA ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	258.156	3	86.052	553.557	.000 ^b
	Residual	46.014	296	.155		
	Total	304.170	299			

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.173	.057		3.020	.003
	Macroassults	.349	.047	.356	7.433	.000
	Macroinsults	.163	.051	.166	3.220	.001
	Microinvalidations	.436	.052	.442	8.344	.000

Source: Researcher's Computation (2025)

Table 4 indicates multiple regression analysis on the influence of macroassaults, macroinsults and microinvalidations on employee commitment among Non-Academic staff of the university. The results yield adjusted R^2 of .847, F-value of 553.557, Beta coefficients of .349, .163, .436, Durbin Watson 1.931 and P.000. This implies that macroassaults, macroinsults and microinvalidations can jointly account for 84.7% change in employee commitment among Non-Academic staff of the University of Uyo. The result is supported by Beta coefficients of .349, .163, .436 which mean that 1 unit increase of macroassaults, macroinsults and microinvalidations would lead to .349, .163, .436 in employee commitment among Non-Academic staff of the university. However, to measure the goodness of fit of the model, an F-statistics was computed and results yield a value of 553.557. This means that the model is fit to evaluate the interaction between the three explanatory variables of macro aggression such as macroassaults, macroinsults and micro invalidation and their influence on employee performance. Consequently, the Durbin Watson value of 1.931 indicated that the data are fairly robust and that the residuals are not conflicting in the model, meaning that there is absent of serial correlation in the model. Therefore, since an F-value of 553.557 and P-value of .000 lies below the alpha value in social sciences, it can be concluded that the null hypotheses which indicated that macroassaults, macroinsults and micro invalidation have no significant influence on employee commitment among Non-Academic staff of the university is rejected and alternative hypotheses accepted, suggested that there is significant and positive influence of macroassaults, macroinsults and micro invalidation on employee commitment among Non-Academic staff of the university ($P < 0.05$)

DISCUSSION OF FINDINGS

The finding of hypothesis one revealed that macroassaults have significant influence on employee commitment among Non-Academic staff on the University of Uyo. This implies that the result has the explanatory power to establish the link between macroassaults and employee commitment. The finding is agreement with the work of Yancura *et al.* (2016) and Torres *et al.* (2019). Who posit that Unlike microinsults and microinvalidations, which are sometimes subtle or unintentional, microassaults are planned and frequently arise from deeply entrenched biased ideas. These antagonistic behaviours have far-reaching consequences, frequently leaving long-term psychological scars. The result is in agreement the work of Costa *et al.* (2022) who stated that Microassaults have been linked to poor psychological well-being, compromised physical health, and decrease job satisfaction in a variety of organizations.

The finding of hypothesis two revealed that macroinsults have significant influence on employee commitment among Non-Academic staff of the University of Uyo. The finding align with the work of Johnson and Johnson (2022) who indicated that Micro insults, a subset of microaggressions, are subtle, often unintended verbal or behavioural slights that show rudeness or insensitivity to a person's identity. These statements often diminish a person's heritage, IQ, or abilities and are frequently given in secret or disguised forms. Similarly, the finding is supported by the work of Spencer (2017) who stated that macroinsult has their covert character frequently means that they go unnoticed by the perpetrators, making them challenging to address or correct in both social and professional situations

The finding of hypothesis three revealed that microinvalidations has significant influence on employee commitment among Non-Academic staff of the University of Uyo. The finding is supported by the work of Yancura *et al.* (2016) and Hudson & Hunter (2020), who discovered that microinvalidations can be more difficult to detect and oppose because they are hidden in everyday encounters, but the harm they inflict by ignoring and invalidating disadvantaged experiences is profound. This constant invalidation causes prolonged psychological stress, low self-esteem, and anxiety. Because these experiences are generally imperceptible to people outside the impacted group, they are frequently undervalued or overlooked. This is also supported by the work of Memon *et al.* (2022) who opined microinvalidations particularly are dangerous, since they subtly perpetuate existing social structures while silencing the voices of those most impacted

SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

Summary of Findings

It was indicated that macroassaults (explicit verbal or physical attacks), macroinsults (demeaning comments or actions), and microinvalidations (subtle cues that dismiss or negate experiences) were reported with moderate frequency among non-academic staff of University of Uyo. Employees who experienced frequent macroassaults and macroinsults showed significantly lower affective commitment — a psychological attachment to the institution. Microinvalidations, though subtle, had a profound effect on perceived organisational support, reducing employees' willingness to go beyond their basic job responsibilities. Staff from marginalised groups (e.g., based on gender or ethnicity) reported higher rates of all three types of negative interactions and lower overall commitment

Conclusion

It was concluded that macroassaults, macroinsults, and microinvalidations have influence on employee commitment among non-academic staff of the University of Uyo. These experiences create a hostile work environment, erode trust in the institution, and diminish employees' emotional investment and organizational loyalty. The persistence of such behaviors not only undermines staff well-being but also impairs institutional performance through decreased morale and productivity.

Recommendations

The following recommendations were made in line with the findings that:

- i. Organisation should develop and enforce policies that explicitly address all forms of discriminatory behavior, including subtle microaggressions. Regular sensitivity and diversity training should be mandatory for all staff and administrators.
- ii. Management should create accessible and anonymous channels through which staff can report experiences of macroassaults, macroinsults, and microinvalidations without fear of retaliation. Provide psychological and professional support services for affected staff.
- iii. The university should encourage team-building activities, inclusive leadership practices, and regular feedback sessions. Recognize and reward respectful behavior and contributions to a positive workplace culture.

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