

Organisational Justice and Employees Affective Commitment: A Perceptual Survey of Police Officers in South-South Nigeria

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ABSTRACT: *This study examined the effect of organisational justice on employee affective commitment in Nigeria Police in South-South Nigeria. A survey design was adopted in the study. The population of the study was 4520 from which a Sample size of 367 was determined using Taro Yamane's formula. Structured Questionnaire was used to collect data from the respondents. Multiple regression was used to test the hypotheses at 0.05 level of significance. Findings revealed that there was a significant effect of Distributive justice- (P - value $0.006 < 0.05$) level of significance, Also, the findings showed that there was no statistically significant effect of Procedural justice (P -value $0.728 > 0.05$) level of significance on employee affective commitment. There was significant effect of Interactional justice (P -value $0.000 < 0.05$) level of significance on Employee Affective commitment in Nigeria Police. Moreover, the findings showed statistically significant effect of Organisational culture (P -value $0.014 > 0.05$) level of significance on employee affective commitment. In view of these, it was recommended that the policy makers in Nigeria Police should facilitate rapid implementation of Equality, Equity and Need on Policemen outcomes (Distributive Justice) for more affective commitment in the organisation. Based on the findings of the study, it was concluded that, three organisational variables are statistically significant, except procedural justice.*

KEY WORDS: organisational justice, distributive justice, procedural justice, interactional justice, affective commitment.

INTRODUCTION

All organisations, whether public or private needs employees who are committed and effective in the performance of the assigned duties. Retaining committed employees in the organisation is influenced by many factors, one of which is how fair justice is observed by the employees (Greenberg, 1996). Employees are interested in how fair they are treated in the allocation of organisational resources, (example pay, promotion etc) and the process by which these outcomes are achieved, among others. Also, employees are not only interested in what is given to them as a result of their inputs to the organization, but the process by which this is arrived at.

Consequently, the challenge of organisations is how to ensure that employees are fairly treated for their continuous stay in the organisations. The concern of management, therefore is how to initiate and operate a process that is seen to be fair to every organizational member. This implies a strict adherence to the application of organizational justice.

Organisational justice viewed as the overall perception of what is fair in the work-place (Robbins and Judge, 2009). Organisational justice reflects the extent to which people perceive that they are treated fairly at work. According to these authors employees perceive their organisations as just when they believe the outcomes they have received, and the process are fair. Hence, there is a fair perception of justice in an organization by employee, his / her behaviour and commitment would be enhanced and the desire to remain in the organization will be sustained (Cropanzano, Bowen and Gilliland, 2007). Also, perception of justice would bring about respectable working relationship between the employees and decision makers, thereby increasing employees' affective commitment to the organization. Organisational justice has four dimensions: Distributive justice, Procedural justice, Interactional justice and organizational culture. Distributive justice is concerned with the fairness of outcomes employees receive in the workplace (Nelson and Quick, 2006). It is viewed as employees' perception of how resources and rewards are distributed in the organization. This relates to employees' arguments on status, security, promotion, efforts, and needs; and how these are distributed in the workplace. Cropanzano and Greenberg (1997) suggested three rules of distribution: Equality, Equity and Needs as measurements of distributive justice. Equality means that each one is receiving the same payment. Equity means each one receives according to contribution made during the course of duty. Also, Need means each person receives monetary request according to pressing needs to justify unbiased distribution of outcomes in the organisation. This helps the employees to appraise the organisation in order to decide the degree of commitment and the desire to remain in the work place (Daily and Kirk, 1992). Fair distribution of organizational resources is therefore, the concern of distributive justice. Procedural justice is concerned with the fairness of the process by which outcomes are allocated in the organization. Research shows that positive perception of procedural justice is enhanced by giving employees a voice in the decision that affects them. For example, if an employee says, I had input into the process used to give raises and was given a good explanation of why I received the raise

Fair procedure use to decide the amount of compensation employees receive is considered more essential than the amount itself (Greenberg, 1990). This is because unfair procedures would result to employees' negative attitude and behaviour resulting to decrease in affective commitment in the workplace (Warner, Karen and Roman, 2005). Without doubt, fair process increases employees' affective commitment and enhances interpersonal relationships among organizational members.

Interactional justice is assessed based on interpersonal and informational treatment employees receive from decision makers in the workplace. It refers to the interpersonal aspect of the decision making, specifically the fairness of the decision-makers' behaviour in the process of making decision. When policies and procedures are properly enacted and those affected by such policies are treated fairly, the decision makers are said to be behaving interactively.

Above all, employees desire to be treated with respect and courtesy by decision makers in the organization (Sharlick and Folger, 1997). Fair interpersonal and informational interaction among employees in the organisation, especially the hardworking ones would increase desire of belongingness and attachment for speedy accomplishment of organisational goals (Greenberg,1993).

Interpersonal and informational interactions also enhance strong organizational culture among employees. The way employees interact in the organisation shows in most cases the cultural orientation of the workplace. The behaviour of individuals varies from one to the other. It is the responsibility of the authorities in the organisations to align individuals' behaviours with the standard set by the management. This set standard of behaviour, describes the culture of the organization. The culture of an organization plays substantial role in influencing employees' attitude, interpersonal behaviour, showing how jobs are done in the workplace (Syauta, 2012). Hence, organizational success depends extensively on employees' understanding of the culture of the organisation for greater commitment and realization of organisational objectives.

The success of any organization depends on firm and committed employees that are ready to deliver an excellence service. Commitment is a feeling of responsibility and emotional attachment in an organization (Harod and James, 1981). Affective commitment as element of organizational commitment is s type of commitment that is centred on individual's desire to continue in an organization (Allen and Meyer,1997). This implies an employee's intention to remain in an organization because of a strong desire to do so. Affective commitment consists of three aspects: a belief in the goals and values of the organization; willingness to put in efforts on behalf of the organization, and a desire to remain a member (Meyer and Herscovitch, 2001). It encompasses loyalty, but it is also a deep concern for organizational members' welfare. Organisations must have loyal, dedicated and committed employees that are emotionally attached to the organization, if its goals are to be realized. Thus, how fair an employee is treated (Organisational justice) will determine the level of emotional attachment and the desire of such an employee to remain in the organization.

Objectives of the Study

The major objective of this study was to examine the effect of organisational justice on employee affective commitment in Nigeria Police; South-South, Rivers State. The specific objectives are to:

Examine the effect of distributive justice on employee affective commitment in the Nigeria Police, Rivers State.

Determine the effect of procedural justice on employee affective commitment in the Nigeria Police, Rivers State.

Investigate the effect of interactional justice on employee affective commitment in Nigeria Police, Rivers State.

Evaluate the effect of organisational culture on employee affective commitment in the Nigeria Police, Rivers State.

Empirical Review

Thomas and Nagalingappa (2012) examined ‘Consequences of Perceived Organizational Justice on White-Collar Employees’ Affective Organizational Commitment in India.’ Survey design was employed. 70 respondents were selected for the study using structured questionnaire. Effects of distributive, procedural and interactional justice on job satisfaction, turnover intention and organizational commitment were ascertained using regression analyses correlation coefficient. Results revealed that distributive justice has a greater significance on employee job satisfaction than procedural and interactional justice. The study recommended that organisations should focus more on employees’ outcomes (distributive) than on procedural and interactional justice, since employees have much interest on how much they receive and the fairness in the distribution of outcomes in the organisation.

This study is related to the present study because both examined the consequences of Organisational justice and Affective commitment in the organisation. Also, the relationship could be noticed in the use of multiple regressions for the analysis of data as well as the use of questionnaire in data collection. The results of both studies indicated that distributive justice was a major determinant of job satisfaction and commitment in the organisation. Murtaza *et al.*, (2011) conducted a study on the impact of Distributive and Procedural justice on employees’ affective organizational commitment in Water and Power Development Authority (WAPAD) in Pakistan. Survey design was utilized and Data were collected from 140 respondents belonging to different positions in the organisation by using questionnaire. Descriptive statistical tool was used to determine the relationship between distributive and procedural justice on affective organizational commitment while regression analyses was used to determine significance of procedural and distributive on affective organisational commitment. Results reported a strong positive correlation of procedural and distributive justice at ($P > 0.05$) level of significance on organisational employees’ commitment. The recommendation was that managers should give greater attention to procedural and distributive justice to sustain employees’ positive attitudes in the organization.

Both studies differ thus: The present study was carried out in Rivers state, Nigeria, using proportionate sampling technique and sample size of 367 for the study. However, the study is related to the present study because both studies used structure questionnaires; regression analyses, survey design. The outcomes of the studies are the same in terms of distributive justice, which is said to have a strong positive relationship with employee affective commitment in the organisation.

McFarlin and Sweeney (1992) conducted a study at Midwestern Banks in U.S.A to examine the effects of Procedural and Distributive justice on personal job satisfaction and Organisational outcomes (Organisational commitment). A survey method was also adopted and questionnaire was administered to 675 employees of the banks. Regression analysis was

used for the study. The results revealed greater positive influence of Distributive justice in Organizational outcome while Procedural justice showed a better predictor of job satisfaction on personnel outcome. The study concluded that both Distributive and Procedural justice have positive relationship on Organizational commitment. It was recommended that the management of Midwestern Banks should uphold distributive fairness, but greater implementation on procedural justice since it increases commitment. Both studies are similar in terms of distributive justice indicating greater significance on affective commitment in the organisation.

Iqbal (2013) carried out a study on Determinants of Organisational Justice on job satisfaction and affective organisational commitment in the educational institutions in Pakistan. Survey design method was adopted for the study. 150 respondents from the institutions were sampled and questionnaire was administered for the purpose of data collection. Regression Analyses was employed for the analysis to determine the effect of organisational justice on organisational commitment in the institutions. Result showed that procedural justice and interactional justice have greater positive relationship than Distributive justice on job satisfaction and Affective organizational commitment in the institutions. It was recommended that the management should pay more attention to procedural and interactional justice in order to make employees happy, satisfied and committed in the organisation.

The study is related to the present study as follows: Both carried out a study on Organisational justice and employee affective commitment in the organization. Secondly, survey design, structured questionnaires, regression analyses were all used in the studies. Both results indicated positive relationship between interactional justice and affective commitment. Differences observed were: The present study used sample size of 367, conducted the study on Nigeria Police in Rivers state, Nigeria using proportionate sample technique for the study. The other study was carried out in Educational Institution in Pakistan, and the result indicated significant relationship between procedural justice and affective commitment in the Educational Institution.

METHODOLOGY

The survey research design was employed for this study which enabled the researcher to cover a large study population to get information directly from the respondents. The population consisted of 4,520 Policemen drawn from twenty-three local Government Areas in Rivers State, Nigeria. A sample size of 367 Policemen was obtained using Taro Yamane formula for the study. Also, proportionate sampling technique was adopted to select respondents from participating divisional Police head - Quarters which helped in proportionate selection where the sample size was selected based on the size of the population.

Structured questionnaire was the primary research instrument adopted for this study. The study verified how distributive, procedural, interactional justice and organizational culture enhanced affective commitment in the Nigeria police, Nigeria. The instrument was developed by the researcher using inputs from Colquitt (2001) and (Tang, 2000) were used. All the twenty-two questionnaire items were rated using the four points modified Likert scale where strongly agreed (SA) = 4; Agreed (A) = 3; Disagreed (D) = 2, strongly disagreed (SD) = 1. Two research assistants were recruited and trained on how to administer the questionnaire to the respondents. This enabled the researcher to cover the entire study location.

Face and contents validation of the research instrument were carried out to ensure that the research instruments had good representation of the study variables. In order to establish internal consistency of the instrument, the test-retest technique was adopted. The researcher also used Cronbach Alpha statistical tool to analyse data collected which yielded a clustered coefficient of 0.938. The study applied the widely accepted value of 0.70 as the cut-off point for the Cronbach alpha coefficient (Garson, 2002). All the variables had a Cronbach Alpha above 0.7 which was thus accepted.

RESULTS AND DISCUSSION

Model Estimation

The specified model for the study is:

$$Y = \beta_0 + \beta_1x_1 + \beta_2x_2 + \beta_3x_3 + \beta_4x_4 + et.....Equation.....4.1$$

Table 1 Summary of Regression Analysis

Model R Square Estimate	R Square of the	Adjusted R	Std. Error	Durbin-Watson
1_	.941 ^a	__885	__884	__185_____252

a. Predictors: (Constant), Distributive Justice, Procedural Justice, Interactional Justice and Organizational culture

b. Dependent Variable: Affective Commitmen

ANOVA^a

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	95.444	4	23.861	695.789	
.000 ^b Residual	12.414	362	.034		
Total	107.858	366			

a. Dependent Variable: Affective Commitment

b. Predictors: (Constant), Distributive Justice, Procedural Justice, Interactional Justice, Organizational Culture.

Coefficient

Model Unstandardized Standardized T Sig. 95.0% Confidence Interval for B

B Std. Error Beta Lower Upper

						Bound	Bound
(Constant)							
Distributive Justice	.271	.079		3.413	.001	.115	.427
Procedural Justice	.208	.075		2.789	.006	.061	.355
Interactional Justice	.025	.071	.226	0.349	.728	.115	.165
Organisational Culture	.492	.080	.022	6.117	.000	.334	.650
	.194	.078	.187	2.482	.014	.040	.348

Table 1 highlights the contribution of distributive justice in predicting employee affective commitment by Police officers. The computed t-value is shown as (2.789 > t- tabulated of 1.96) at 365 degrees of freedom at a statistical value of 0.05 level of significance. It is statistically significant, meaning that distributive justice determines the commitment of Nigeria Police men since good payments or offer could influence their decision to increase affective commitment. The “Beta value” of (0.208) indicates that one-unit increase of distributive justice would lead to 0.208units’ increase in employee affective commitment. Based on the result, it is therefore concluded that there is a significant relationship between distributive justice and employee affective commitment in the Nigeria Police, since (P-value 0.006 < 0.05) level of significance Table 1 also shows the contribution of procedural justice in predicting the employee affective commitment among Police officers. The computed t-value is shown

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as (0.349 < the t-tabulated of 1.96) at 365 degrees of freedom at 0.05 level of significance. The result shows that there is no statistically significant relationship between procedural justice and employee affective commitment. This suggests that procedural justice does not increase affective commitment of Police men because of the perception that policies and methods used in determining the outcomes in the work place are not fair to them. The “Beta value” of (0.025) reveals that one unit increase in procedural justice would lead to 0.025 unit decrease in employee affective commitment. This suggest that the level of procedural justice prompting affective commitment in the organisation is not effective at all. On the basis of this result, it is confirmed that there is no significant relationship between procedural justice and employee affective commitment in the Nigeria Police.

Table 1 further shows the contribution of interactional justice in predicting the employee affective commitment among police officers. The computed t-value is shown as (6.117 > t-tabulated of 1.96) at 365 degrees of freedom at statistical value of 0.05 level significance. The result shows a statistically significant relationship between interactional justice and employee affective commitment. This indicates that cordial relationship in the organisation has the tendency of increasing affective commitment among Police officers. The “Beta value” of (0.492) implies that one unit increase of interactional justice would lead to 0.492 units increase in employee affective commitment. This indicates that the level of interactional justice prompting employee affective commitment is very effective. Hence, it can be concluded that there is a significant relationship between interactional justice and employee affective commitment in Nigeria Police.

Result in Table 1 further reveals the contribution of organizational culture in predicting the employee affective commitment among police officers. The computed t-value is shown as (2.482 > t-tabulated of 1.96) at 365 degrees of freedom at 0.05 level of significance. The result indicates there is significant relationship between organisational culture and employee affective commitment. The result implies that when the organisational culture is centered on moral principles and values, Police officers would be more committed. Also, the “Beta value” of (0.194) implies that one unit increase of organisational culture would lead to 0.194 units increase in employee affective commitment. This shows that the level of organisational culture prompting affective commitment is effective. Based on this result, it is therefore, concluded that there is a significant relationship between organisational culture and employee affective commitment in Nigeria Police.

The result is not in agreement with the findings of Murtaza, Shad, Shah and Khan (2011) who conducted a study on the impact of distributive and procedural justice on employees’ affective organisational commitment in Water and Power development Authority (WAPAD), Pakistan. The result indicated a strong positive relationship between procedural and distributive justice on employee affective organizational commitment. This does not agree with the present findings because the researcher conducted the study in water Resources Company in Pakistan where fair policies were upheld in determining employees’ rankings and compensations. But this present study was carried out in Nigeria Police where fairness of policies and methods are never upheld in paying compensations, rewards and promotion. Commitment is low because of political and procedural unfairness in promotion, reward and compensation which are based on favouritisms and tribal sentiments. These have greatly reduced affective commitment in Nigeria Police.

This result is in line with the findings of Igbal (2013) who examined the ‘Determinants of Organisational Justice on Job Satisfaction and Affective Organisational Commitment in the Educational Institutions in Pakistan’. The result of the Regression analyses revealed that interactional has greater positive influence on job satisfaction than distributive justice on affective organisational commitment in the Institution.

This result is supported by the findings of Aina et al., (2012) who reported that there is a significant relationship between organisational culture and employees’ affective commitment in Public Territory Institutions in Lagos state. The overall finding is supported by the findings of Akanbi and Onyema (2013) who examined the impact of organisational justice on affective organisational commitment in Nestle Nigeria Plc., in Lagos State. Also, this is in line with the findings of Karim and Rehaman (2012) who carried out a study on the impact of job satisfaction and perceived organisational justice and employee empowerment on affective organisational commitment in Semi government organisations in Pakistan. Both studies reported a positive significant effect of organisational justice variables on affective commitment.

CONCLUSION AND RECOMMENDATIONS

In line with the findings, the following conclusions are drawn: There is positive significant relationship between distributive justice and employee affective commitment in Nigeria Police. The result of the multiple regression analysis showed a negative significant relationship between procedural justice and employee affective commitment. There is strong statistically significant relationship between interactional justice and employee affective commitment in Nigeria Police. Also, there is significant relationship between organizational culture and employee affective commitment in Nigeria Police. Based on the findings of this study, implying that incorporating distributive justice and interactional justice in the Police officers’ outcomes, rewards and compensation would yield greater attainment of organizational goals /objectives.

Furthermore, when priority is given to good working relationship between senior and junior officers in the organization, job satisfaction would be on the increase. The policy makers in the Nigeria Police should facilitate rapid implementation on Equality, Equity and Need on Police Constables, Corporals, Sergeants and Inspectors payments, promotion, recognition, loans, bonus and rewards (Distributive justice) for more affective commitment in the organisation. This is because when Police officers are fairly paid and recognised, they would be more loyal and dedicated to work which would increase affective commitment.

The policy makers in Nigeria Police should ensure that there is fairness in the policies and procedures use in determining payments, promotions, rewards and recognition (Procedural Justice) in order to earn Police officers’ trust for more commitment in the organization.

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