



**IMPACT OF ORGANIZATIONAL JUSTICE ON EMPLOYEE
COMMITMENT: A STUDY OF THE CIVIL SERVICE
COMMISSION IN SOUTH-SOUTH NIGERIA**

Emmanuel Emeakponuzo Daferighe

Department of Business Administration, Faculty of Management Sciences, University of Uyo, Uyo, Akwa Ibom
State, Nigeria

Abstract: This study assessed organizational justice practices and employees' commitment of Civil Service Commission in South-South, Nigeria. The specific objectives include; to establish the effect of distributive justice on employees' turnover intention, evaluate the effect of procedural justice on employees' job satisfaction, and explore the relationship between organizational justice and employees' performance of Civil Service Commission in South-South, Nigeria. Survey research design was adopted and primary data was mainly used to obtain data based on the opinion of the respondents and backed up by reviews of information from secondary sources for validation. The target population of the study was one thousand, six hundred and fifty three (1,653) obtained from the six (6) selected Civil Service Commission in South-South States in Nigeria. The sample size of four hundred and forty one (441) respondents was derived from Bill Godden (2004) formula at 5% error tolerance and 95% level of confidence. A total of four hundred and forty one (441) copies of the questionnaire were distributed to the selected Civil Service Commission in South-South, Nigeria. Out of this number, one hundred and four (104) copies of questionnaire were not retrieved or wrongly filled with percentage ratio of 23.6% while three hundred and thirty seven (337) copies of questionnaire were correctly filled and returned with percentage ratio of 76.4% and this formed the basis of the study. To test the hypotheses of this study, the study adopted simple regression model and Pearson Correlation Coefficient statistical tools of SPSS Version 23.0. From the result of the analyses, it was showed that distributive justice has a positive significant effect on employees' turnover intention of Civil Service Commission in South-South, Nigeria, procedural justice has a positive significant effect on employees' job satisfaction of Civil Service Commission in South-South, Nigeria and there is a positive significant relationship between organizational justice and employees' performance of Civil Service Commission in South-South, Nigeria. From the hypotheses testing, the study concluded that organizational justice practices had a positive and significant effect on employees' commitment of Civil Service Commission in South-South, Nigeria and recommended among others that management should use distributive justice to improve task and contextual performance.

Keywords: Organizational Justice, Employee Commitment, Distributive Justice, Procedural Justice, Employees' Turnover Intention, Employees' Job Satisfaction

1.0 Introduction

The issue of corporate justice is a major concern for almost all employees in various organizations. Organizational justice or workplace fairness has recently received great attention because of the importance of work-related consequences that have been linked to employee perceptions of justice within the organizational frameworks (Moghimi, Kazemi & Samiie, 2013). Organizational justice can be defined as the evaluation process of administrative decisions by employees in the frame of variables such as task distribution of employees, compliance with shifts, empowerment, wage levels, distribution of awards, experiencing fair economic and social working environments and employees' perceptions of internal decision making processes and how these decisions are shared with employees (Kaneshiro, 2008). Organizational justice is concerned with the ways in which employees determine if they have been treated fairly in their working environment and the ways in which those determinants influence other work related activities (Vuuren, Dhurup & Joubert, 2016). Somayyeh, Mohsen and Zahed (2013) argue that what is more important in an organization is an accurate perception of the organizational justice by the employees. This perception is an important feature of social interaction and where this perception is negative, the management may face challenges motivating and directing their employees. Employee who feels that organization justice practices upheld by their organization is fair enough will exhibit positive attitudes such commitment to their work, dedication, satisfaction and increases performance which boost the achievement of the goals of the organization. However, employees with negative perception of organizational justice will also exhibit negative attitude such as poor performance, intention to leave the organization at any available opportunity and other behaviours which are detrimental to the organization. Though, in today's dynamic environment, organizational justice and employee commitment are two areas that are increasingly gaining prominence and acceptability locally, especially as employees are becoming more mindful of their rights, privileges, respect the sense of fairness of the employer and believe that they will either be equal or just in their judgment (Srivastava, 2015). Similarly, organizations are continually pushing themselves to the limit in order to attract the best employees to achieve corporate objectives by doing things differently. As a result, equity has become a top priority for organizations to consider since it has a direct impact on employee attitudes and behavior. Thus, corporate justice is a key factor in achieving the loyalty and effective performance of workers in the organization because the performance of workers may decrease as a normal reaction to unequal treatment when workers are not treated equally (Zeidan & Itani, 2020).

1.1 Research Hypotheses

The following research hypotheses posited in the null form was tested to aid the study;

H0₁: Distributive justice has no significant effect on employees' turnover intention of Civil Service Commission in South-South, Nigeria.

H0₂: Procedural justice has no significant effect on employees' job satisfaction of Civil Service Commission in South-South, Nigeria.

H0₃: There is no significant relationship between organizational justice and employees' performance of Civil Service Commission in South-South, Nigeria.

REVIEW OF LITERATURE

2.0. Organizational Justice

Organizational justice is the expression of workers view about fair treatment in the organization and a building block for strong tie between worker and management of the organization (Greenberg, 2017). It deals with how workers perceived they are being treated which if positive leads to commitment and loyalty to their job tasks,

duties and organizational goals but if negative leads to employee absenteeism and turnover. Cohen-charash and Spector (2011) posited that areas of concern in organizational justice include; performance, commitment, loyalty, job satisfaction, citizenship behaviour, employee turnover, employee theft and alienation. Organizational justice is the measurement of an organization's conduct towards its workers by taking into account the general ethical and moral norms (Syarifah, 2016). In addition, employees compares their benefits and rewards between employees within or outside the related organizations and if there are variations between both this can lead to a worrying trend of absenteeism, disloyalty, high rate of turnover, low commitment which adversely affect organizations productivity and profit. In another study, Imamoglu, Ince, Turkcan and Atakay (2019) defined organizational justice as the way leaders use fair procedures and processes to treat employees in order to bring out positive results within a workplace. In particular, organizational justice is concerned with how workers assess whether they have been treated fairly in their employment and how this assessment relates to other work-related conditions within the workplace (Orishade & Bello, 2019). Perainda, Tariasam and Chaldyanto, (2020) see organization justice as how individuals view fair treatment in an organization. Essentially, it is measured in terms of the system of reward policy within the organization. Here, organizational justice ensures that remuneration received from the job is commensurate in a fair manner to individual employee's efforts expended on tasks. According to Anwar and Shukur (2015), justice in the organization acts as a glue that brings people together and encourages teamwork, while injustice acts as a corrosive solvent that breaks down social relationships.

2.1. Dimensions of Organizational Justice

Organizational justice is generally divided into three aspects: distributive, procedural and interactional justice (Wang, Liao, Xia & Chang, 2010). Some scholars approach organizational justice as comprising only distributive and procedural justice (Saunders, Lewis & Thornhill, 2009), while others regard interactional justice as a sub-dimensional aspect of distributive justice (Suliman & Kathairi, 2013). This paper focuses on distributive and procedural justice.

2.1.1 Distributive justice

Distributive justice (DJ) dimension draws on Adams' (1965) equity theory, which argues that one's reward (e.g., pay, fringe benefits, recognition and promotion) should be proportional to one's input (e.g., education, qualifications, previous work experience and, efforts). In other words, fairness prevail when employees contributions towards the achievement of the goals of the organization is commensurate to the person's outcome especially when compared with those in his/her level who contributed similar effort. According to Greenberg and Baron, (2008) distributive justice refers to the form of organizational justice that focuses on people's beliefs that they have received fair amounts of valued work-related outcomes for instance pay, recognition etc. Yavus, (2010) sees distributive justice as a perception of justice that encompasses the perceptions of the employees regarding fair distribution of resources among the members of the organization. An employee will feel that distributive justice exists if resources are distributed equitably across employees within his or her organization relative to their inputs (Mishra, Mishra & Lee, 2015). McShane and Von Glinow (2018) elucidated that distributive justice is about employee perception of fairness in how organization reward employees for their contribution and sacrifice in the organization. Griffin and Moorhead (2014) affirmed that distributive justice refers to workers' view about the fairness in terms of rewards and other valued outcomes that are equally allocated within the organization. Choudhry, Philip and Kumar (2011) posited that distributive justice is associated with workers view after comparing their rewards with their colleagues. Jones and George (2016) asserted that distributive justice is concerned with worker's view about the fairness of promotions, job assignments, pay as well as working

conditions in the workplace. By this employees look forward to receiving outcomes that are proportional to their contributions based on the input-output ratio. In this vein, employees regulate their contribution to match remuneration, which is in sync with the assertion of equity theory and corroborated by empirical studies (Wang, Liao, Xia & Chang, 2010). Evidently, workers not just compare individual input – output ratio, they also compare their earnings with that of those of colleagues as highlighted by the relative deprivation theory (Aggarwal-Gupta & Kumar, 2010). As such, their observation of fairness influences how well they manage conflict in course of their interaction with peers, superiors and other stakeholders in the organization (Rowland & Hall, 2012).

2.1.2. Procedural justice

Decision-makers' perceptions of how fair the procedure for allocating outcomes was is what is meant by the term procedural justice (Sadq, Ahmad, Faeq & Muhammed, 2020). Procedural justice includes employee's perception of organization's intent, mechanism and procedures used to determine his/her outcomes (Folger & Cropanzano, 2004). The assertion of Nabatchi, Bingham and Good (2007) procedural justice is defined as participants' perceptions about the fairness of the rules and procedures that regulate a process in an organization. While distributive justices focuses on the outcome that employees receives, procedural justices turns its attention to the procedures and processes that were used in determining those outcome. In other words, procedural justice refers to perceptions by individuals on fairness of present decision-making processes in order to reimburse their services instead of real distribution of incomes. Decision-making is interwoven to Procedural justice. It refers to fairness in distribution of wages, participation during decision making as well information distribution within organization (Day, 2011). Procedural justice maintains that policies, procedures used by management in decision making must be consistent, accuracy in information gathering, unbiased and impartial and must represent employee's interests. In his contribution, Taamneh (2015) maintained that procedural justice is the degree to which employees are treated with politeness, dignity, and respect by managers while applying formal procedures. It also determines the outcomes and explanations provided to them which convey information about why procedures were used in a certain way or why outcomes were distributed in a certain fashion. It seems to have a positive influence on employee commitment which reduces employee turnover as well as absenteeism. Furthermore, Khtatbeh, Mohamed and Rahman (2020) observed that procedural justice includes how procedures and process concerning decisions about the design and management of internal structures (such as salary and wage structure) are made, balanced and consistent which must be understood and accepted by employees because the process of applying these procedures is continuous and involves all employees. Azubuike and Madubochi (2021) postulated that when an employee feels that the procedures used in making decisions regarding the distribution of rewards, such as promotion is just and fair, it leads to increased positive personal outcomes, especially job satisfaction and commitment to an organization but if employees perceive that the decision making process concerning salary and wage structure is unfair and discriminated will lead to psychological stress and real sickness leading to absenteeism and job accidents and can indirectly affect the goals and objectives of the organization in a negative way.

2.2 Employee Commitment

Fiaz, Rasool, Ikram and Rehman (2020) defined employee commitment as a psychological condition that represents a bond between workers and the company and involves the decision by employees to remain as a part of an organization (Arab & Atan, 2018). Employee commitment is also considered as one of the most important concepts which influences turnover, job performance, and organizational growth and development (Orishade & Bello, 2019). Also, employees who are committed to an organization form a bond with it, which leads to improved

organizational efficiency. Organizational commitment anchored on increased employee tenure, low turnover rate, low training costs, improved job satisfaction, achievement of organizational goals, improved quality of product and service, organizational support, financial reward, communication, promotion prospects, and leadership styles (Tavakol & Dennick., 2011). Ponnu and Chuah (2010) simply puts defines employee commitment as the identification of employee to, and with his/her organization. This implies that employee commitment is an employee's attachment to a particular organization as a result the organizations structure of policies, ideologies, reputation or credibility. Anwar (2017) sees employee commitment as a strong-point stemming from experiences within an organization that tends to retain behavioral move of employees to devote more individual inputs in organizational processes towards organizational performance. The measures of employee commitment are employees' turnover intention, employee job satisfaction and employee performance.

2.2.1 Employees' Turnover Intention

Turnover intention and intention to quit are used interchangeably in the literature when employees seriously consider quitting their jobs; they are thought to have the intention to quit the organization (Rani, Garg & Rastogi, 2012). The term intention describes an employee's desire or deliberateness to leave the organization. Intention to leave refers to one step before leaving which is planning to leave while actual turnover is the employee departure from the organization (Cloutier & Vilhuber, 2008). Chinelo, Mikailu and Joe (2018) citing Hom and Griffeth (1991) defined turnover intention as the relative strength of an individual intention towards voluntary permanent withdrawal from the organization. This type of intention are typically measured along a subjective probability dimension which associates a person to a certain activities within a specific time interval, that is within the next six months or one year (Adeboye & Adegoye, 2012). Employees with a high turnover intention will show lower commitment to their task and will dissent the organization at any slightest opportunity. Turnover intention concept is drawn from the belief attitudes behavioral intention model developed by Fishbein in 1967, which stated that one's intention to perform a specific behavior is the immediate determinant of the behavior. Therefore employees who already have an intention to leave the organization will eventually leave either sooner or later. Intention to leave might stem from perception of organizational injustice. Among all, employees who constitute the largest occupational group in various organizations are of particular importance. Turnover can lead to employee shortage and consequently, increase mean age of the remaining employees (Aryee, Budhwar & Chen, 2011). Organization has a role to play in minimizing the turnover intention of its key staff because this will lead to a high cost of recruitment, training and ensuring retention of its workforce. Also, the organization faces a risk of the exposure of their tactics to competitors who employ those who left which will threaten its competitive advantage. Sekiguchi, Burton and Sablynski (2008) indicated that turnover intention is an employee's intention to voluntarily change jobs or organizations and the intent to turnover constitutes the final cognitive step in the decision making process which considers quitting and searching for alternative employment. Flint, Haley and McNally (2013) stated that turnover intention has three steps; it starts with thinking of leaving the organization followed by the intention to search for a new job and lastly direction to the intention to leave. There are several factors which are related to employee intention to leave. These include, but not limited to, payments, work schedule, promotion opportunities and working conditions.

2.2.2 Employees' Job Satisfaction

Employee job satisfaction refers to the degree of the positive or negative feeling of employees about their jobs (Abu, 2011). Employee satisfaction refers to how people feel about their jobs and various aspects of their jobs (Masood, Ul-Ain, Aslam & Rizwan, 2014). Another definition of employee satisfaction is the positive feeling

about one's job resulting from an evaluation of its characteristics" (Hoshi, 2014, p. 10). In other words, employee satisfaction is described as employees' feelings or state of mind about the nature of their work and conditions of employment with a particular employer (Ledimo, 2015). Finally, employee satisfaction is generally defined as an individual's opinion about their occupation (Ekandjo, 2017). Employee satisfaction is not merely a matter in organizations; the services provided by the organization to the employee are important factors that increase satisfaction. Employee satisfaction is a multifaceted construct (Rogelberg, 2010) which includes internal variables (personality and career experience), and external variables (environmental factors) (Karch, 2017). Marketing, management, and performance psychology have all looked into the element of employment happiness. The level of happiness a person has towards his/her job has a greater influence on their performance and commitment to the organization. When employees experience a deep link with their organization, they become intensely involved, indicating their intention to stay or leave the company (Imamoglu, Ince, Turkcan & Atakay, 2019). Job satisfaction is defined as having a pleasant attitude or sentiment toward one's employment. It is important to keep in mind that different people have different viewpoints on certain aspects of the job. Job satisfaction is also influenced by a person's personality. Those who have a significant beneficial impact at work are more likely to be content. Jegan and Gnanadhas (2011) looked into the three most important components of job satisfaction: Job satisfaction is not a purely emotional reaction to one's employment. As a result, it can only draw conclusions. Job satisfaction is frequently measured by how well results meet or surpass expectations, and it reflects an employee's sentiments about five important aspects of their job: pay, self-employment, advancement, opportunities, and supervisory authority.

2.2.3 Employee Performance

Landy and Conte (2019) disclosing performance as a result achieved by employees in their work according to certain criteria that apply to a job. According to (Steers, 2013) employee performance is carried out in actual terms related to the organization's mission that must be achieved. Performance is carried out according to the duties assigned to the employee (Diamantidis & Chatzoglou, 2019). Saleem, Ghayas and Adil (2012) states that performance is related to the implementation of tasks entrusted to be completed by the leader to his subordinates based on his background and track record at work. Performance is the work achieved by every civil servant in the organization/unit following the employee performance system and work behavior. According to (Atatsi, Curşeu, Stoffers, & Kil, 2020) Performance is the result of work achieved by a person in carrying out his duties and obligations. Thus, performance issues are also related to a person's ability to develop his abilities to be able to work following organizational goals. According to Mangkunagara (2012), the performance will be assessed by the employee's contribution to the organization during a specific time period. Therefore, performance assessment should be based on a competency model that focus on the skills needed by employees in both present and future. Koopman (2014) argued that the performance assessment should be based on the task performance by focusing on the overall ability of individuals, behaviors, accuracy, work knowledge and creativity in performing their duties. Moreover, Koopman (2014) summarized that individual performance is measured based on variables such as task performance, contextual performance and counterproductive work behaviour (as cited in Nurak & Riana, 2017). Task performance means successfully fulfilling the requirements of any job, contextual performance concerns the quality of social relationships with juniors, seniors and customers, a factor that is not always directly appropriate to the job (Nurak & Nurak, 2017). Task performances is closely related with contextual performance. While employees need to exercise the right skill and abilities in order to achieve the responsibilities in his/her job

description, creating a rightful proportion of organizational atmosphere which allows employees to socialize and exchange ideas can stimulate the achievement of their assigned task.

3.0 Methodology

The survey research method was adopted for this study. The total of 1653 population was drawn from employees in the civil service commission in the South-South region of Nigeria which is made up of Akwa Ibom State, Rivers State, Bayelsa State, Edo State, Delta State and Cross River State. Godden (2004) formula was used to determine the sample size resulting in 441 respondents. The stratified sampling method was used to select the sample size from the population. The major research instrument for this study was structured questionnaire which was divided into two (2) sections. The section “A” comprised of the demographic characteristics of the respondents while the section “B” contained questions intended to answer the research questions and the study hypotheses. The study used both inferential and descriptive statistics to analyze the data and in order to achieve the objectives of the study, hypotheses (i), (ii) were tested using simple linear regression model while hypothesis (iii) was tested using Pearson Correlation Coefficient. However, the Statistical Package for Social Sciences (SPSS) window version 23.0 aided in data analyses. A total of four hundred and forty one (441) copies of the questionnaire were distributed to the various selected Civil Service Commission in South-South, Nigeria. Out of this number, one hundred and four (104) copies of questionnaire were lost/wrongly filled with percentage ratio of 23.6% while three hundred and thirty seven (337) copies of questionnaire were correctly filled and returned with percentage ratio of 76.4% and this formed the basis of the study.

4.0 Test of Hypotheses

H0₁: Distributive justice has no significant effect on employees’ turnover intention of Civil Service Commission in South-South, Nigeria.

Table 4.1: Regression analysis on distributive justice and employees’ turnover intention

Variable	Parameters	Coefficient	Std error	T – value
Constant	β_0	1.141	0.067	6.099
DJ (X ₁)	β_1	0.748	0.015	4.161**
R-Square		0.832		
Adjusted R – Square		0.830		
F – Statistics	29.346***	Source: Field Data, 2024		

Table 4.1 showed the coefficients of distributive justice and employees’ turnover intention. The coefficient of multiple determination (R^2) was 0.830 which implies that 83.0% of the variations in dependents were explained by changes in the independent variable while 17.0% were unexplained by the stochastic variable indicating a goodness of fit of the regression model adopted in this study which is statistically significant at 1% probability level. The coefficient of distributive justice was statistically significant and positively related to employees’ turnover intention at 5 percent level (4.161**). Therefore, we reject null hypothesis and accept the alternative hypothesis that distributive justice has a positive significant effect on employees’ turnover intention of Civil Service Commission in South-South, Nigeria.

H0₂: Procedural justice has no significant effect on employees’ job satisfaction of Civil Service Commission in South-South, Nigeria.

Table 4.2: Regression analysis on procedural justice and employees’ job satisfaction

Variable	Parameters	Coefficient	Std error	T – value
Constant	β_0	2.424	0.071	6.943
PJ (X ₁)	β_1	0.862	0.017	3.491**
R-Square	0.810	Adjusted R – Square	0.805	F – statistics
34.923***	Source: Field Data, 2024			

Table 4.2 showed the coefficients of procedural justice and employees' job satisfaction. The coefficient of multiple determination (R^2) was 0.805 which implies that 80.5% of the variations in dependents were explained by changes in the independent variable while 19.5% were unexplained by the stochastic variable indicating a goodness of fit of the regression model adopted in this study which is statistically significant at 1% probability level. The coefficient of procedural justice practices was statistically significant and positively related to employees' job satisfaction at 5 percent level (3.491**). Therefore, we reject null hypothesis and accept the alternative hypothesis that procedural justice has a positive significant effect on employees' job satisfaction of Civil Service Commission in South-South, Nigeria.

H0₃: There is no significant relationship between organizational justice and employees' performance of Civil Service Commission in South-South, Nigeria.

Table 4.3: Correlation coefficient between organizational justice and employees' performance Correlations

		OJ	EP
OJ	Pearson Correlation	1	.862**
	Sig. (2-tailed)		.001
	N	337	337
EP	Pearson Correlation	.862**	1
	Sig. (2-tailed)	.001	
	N	337	337

Sources: Field Data, 2024 Table 4.3 of the table above showed the relationship between organizational justice and employees' performance, $r = .862^{**}$ with $p\text{-value} = .001 < .05$ significant level. We therefore reject the null hypothesis and accept the alternate hypothesis which states that there is a positive significant relationship between organizational justice and employees' performance of Civil Service Commission in South-South, Nigeria.

5. Conclusion

The results of our findings shows that variables of organizational justice practices have significant effect on the variables of employees' commitment, distributive justice has a positive significant effect on employees' turnover intention, procedural justice has a positive significant effect on employees' job satisfaction and there is a positive significant relationship between organizational justice and employees' performance of the selected Civil Service Commission in South-South, Nigeria. Therefore, the results from the various variables of workplace justice practices portrayed that organizational justice practices had a positive and significant effect on employees' commitment in selected Civil Service Commission in South-South, Nigeria.

6. Recommendation

- Management of Civil Service Commission should consider using fairer distributive measures to compensate their employee and also improve their intrinsic motivation so as reduce the tendency for employee turnover intention.

- ii. Management should ensure consistency in policies and procedure used in decision making and also create terms of employment that are internally commensurate with the contributions of employees so as to boost their job satisfaction.
- iii. The study also recommended that stakeholders and practitioners should rigorously build justice in all procedures and systems of the organization so as to guarantee loyal and committed employees to improve organizational productivity and efficiency

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