

## Organizational Justice and Employee Commitment in the Port Harcourt Area Command of the Nigeria Police Force

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### Abstract

This study examined the relationship between organizational justice and employee commitment in the Port Harcourt Area Command of the Nigeria Police Force. Distributive justice was the dimension of organizational justice considered in this study. Affective, normative and continuance commitment were used as measures of employee commitment. The study adopted a cross-sectional survey research design. The primary source of data was a structured self-administered questionnaire. The population of this study consists of Senior Police officers from the rank of Assistant Superintendent of Police (ASP) and above, and the other ranks made up of Inspectors and Non-Commissioned Officers (NCOs) working in the twenty-seven (27) Police Divisions distributed in four (4) Local Government Areas of Rivers State, Nigeria which has a total staff strength of 14,886. Due to the large size of the population, the Taro Yamane Sample Size determination techniques were used to determine the sample size of 390 employees, which were selected through stratified random sampling. Internal reliability of the instrument was achieved through the Cronbach Alpha coefficient with items being above 0.70. The Spearman Rank Order Correlation tool was used for hypothesis testing. The study findings revealed that there is a significant relationship between organizational justice and employee commitment in the Port Harcourt Area Command of the Nigeria Police Force. The study recommends the Nigeria Police should.

**Keywords:** Organizational Justice, Distributive Justice, Affective Commitment, Normative Commitment and Continuance Commitment.

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## INTRODUCTION

With the increased complexity of police role and the movement towards neighbourhood policing in Nigeria, the nature of police work and police organization has been criticized by the public. Performance in the police sector continues to deteriorate with regards to crime prevention, detection, and control and law enforcement. Every day, criminal activities are experienced due to poor security system. Lack of organizational commitment and job dissatisfaction is today suspected to have impacted seriously on work quality of the Nigeria Police Force (NPF). The incidence has become crucial and attracts concerns from enlightened management in organizational practice (Ogbaji, 2020).

Unaam (2021) earlier observed that in Nigeria, some police officers exhibit little or no enthusiasm

towards job duties and perform below the standard police expectation as a result of the due to work-life balance. There is a general hue and cry about poor service deliver, declining industrial efficient and negative job attitudes such as bribery and corruption, lateness to work, dereliction of duties, eye-service, sabotage, hoboism and divided attention at the expense of official work. This incidence of organizational failure has assumed a central role, calling for the attention of researchers and the need to examine the role of distributive justice (Ogbaji, 2020).

Organizational justice is an important factor associated with the success of every organization. In an attempt to keep employees committed to the organization, the organization needs to be fair in its system regarding organizational justice (Akanbi & Ofoegbu 2013). Organizational justice perception is one

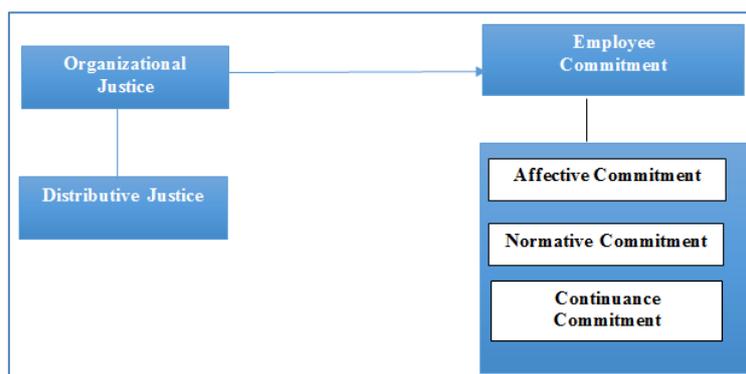
of the important determinants of employees' perception of organizational commitment. This is due to the fact that employees with high perception of organizational justice tend to show positive behaviors, while those with negative perception tend to show behaviors like decreased effort and reduced commitment to their organization (Cemal, 2014). Selvitopu and Sahin (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. Where this perception is negative, the management may have issues in motivating and directing their employees.

The term organizational justice, originally coined by Greenberg in the 1980s is believed to generally encompass three different components, namely: distributive justice, procedural justice and interactional justice (Folger & Cropanzano, 1998) but this study will focus only on distributive justice. According to Greenberg (1990), organizational justice theory relates to employees' points of view about justice in job-related matters. In this sense, organizational justice is concerned with the rules developed to distribute or to take decisions on distribution of acquisitions such as tasks, goods,

services, rewards, punishments, organizational positions, opportunities and roles among employees and societal norms that constitute the basis for these rules (Folger & Cropanzano, 1998). Recent research in organizational justice theory suggests that justice can be broken down into four empirically distinct dimensions: distributive, procedural, interpersonal and informational justice (Colquitt, 2001).

The purpose of this study was examining the relationship between organizational justice and employee commitment of quick service restaurants in Port Harcourt. The following research question guided the study:

- i. Examine the relationship between Distributive justice and affective commitment in the Port Harcourt Area Command of the Nigeria Police Force.
- ii. Examine the relationship between Distributive justice and continuance commitment in the Port Harcourt Area Command of the Nigeria Police Force.
- iii. Examine the relationship between Distributive justice and normative commitment in the Port Harcourt Area Command of the Nigeria Police Force.



**Fig-1: Conceptual model for the relationship between organizational justice and employee commitment**

*Source: Desk Research, 2021*

## LITERATURE REVIEW

### Theoretical Foundation

#### Adams Equity Theory

According to Adams (1965) individuals compare the effort they spent and the result they obtained with the effort others in the same workplace spent and the result they obtained. This situation is important for the organizational justice perception of a person who is a member of an organization. According to Guerrero, Andersen and Afifi (2007) Equity theory acknowledges that subtle and variable individual factors affect each person's assessment and perception of their relationship with their relational partners.

This theory proposes that a person's motivation is based on what he or she considers being fair when

compared to others (Redmond, 2010). As noted by Gogia (2010) when applied to the workplace, Equity Theory focuses on an employee's work-compensation relationship or exchange relationship as well as employee's attempt to minimize any sense of unfairness that might result. Equity theory as developed by Adams (1965), considers motivation as the result of a comparison of a worker's perceived outcomes and inputs to the outcomes and inputs of a referent other (Vinchur & Koppes, 2011).

In an organizational context, outcomes may refer to monetary compensation, benefits, flexible work arrangements, salary, career opportunities, psychological rewards like feedback and support from colleagues or supervisor (Pepermans, & Jegers, 2012). Inputs may include the employee's time, expertise,

qualifications, experience, intangible personal qualities such as drive and ambition, interpersonal skills, effort and commitment (Pepermans & Jegers, 2012). Because Equity Theory deals with social relationships and fairness/unfairness, it is also known as The Social Comparisons Theory or Inequity Theory (Gogia, 2010).

Equity theory has been widely applied to business settings by industrial psychologists to describe the relationship between an employee's motivation and his or her perception of equitable or inequitable treatment (Vinchur & Koppes, 2011). In a business setting, the relevant dyadic relationship is that between employee and employer. Equity theory assumes that employees seek to maintain an equitable ratio between the inputs they bring to the relationship and the outcomes they receive from it (Adams, 1965). According to Redmond (2013) Adams equity theory makes practical sense for instance it is reasonable to assume that most people do compare their inputs and outcomes relative to others.

Most criticisms on equity theory concern the issue whether the theory as suggested by Adams (1965) really holds. According to Al-Zawahreh and Al-Madi (2012) most studies are unable to answer this question as this requires the theory to be evaluated within each person's value system. In particular, equity theory predicts a decrease or increase in work effort in a situation of underpayment or overpayment respectively, with the exact decrease or increase in work effort depending on the person's valuation of the effort and the underpayment or overpayment. However, traditional research on equity theory only measures whether the work effort increases or decreases, but fails to test whether the magnitudes of these increases or decreases are in line with what equity theory would predict (Redmond, 2013).

Nevertheless equity theory is unbounded by space or time. This means that it is applicable to any relationship which increases its generalizability (Al-Zawahreh & Al-Madi, 2012). This theory will be relevant to this study because supervisors must be sensitive to perceptions of justice by employees while distributing duties, rewards, opportunities and punishments among employees which affect workers' inputs and outputs in the course of their duties.

### **Organizational Justice**

The perception of organizational justice is thought to be an important element in ensuring the development of organizational commitment (Içerli, 2010). Organizational justice covers the perceptions of the employees about the accuracy of organizational decisions and implementations, and the impact of these perceptions on the employees (Içerli, 2010). Observing justice also effect organization durability and protects its health in the long run. Observing justice is

considered one of the political necessities of organizational behavior, because it enhances interest, loyalty and trust of people to the organization and adds to human and social investment of the organizations (Williams, 2004).

According to Muharram-Zadeh (2012) organizational justice refers to the fair and equitable behavior of the organizations with their employees. If an organization wants to fully achieve its objective using a clear mission, optimal strategies, organizational structures and efficient job design, competent and committed manpower is needed (Muharram-Zadeh, 2012). Organizational justice has the potential to create enormous benefits for organizations and employees, the benefits include more trust and commitment (Cropanzano & Rupp, 2008). Greenberg and Baron (2009) defined organizational justice as the study of people's perceptions of fairness in organization. Researchers of Organizational behavior identified four types of organizational justice: distributive, procedural, interactional, and informational justice (Greenberg, & Zapata-Phelan, 2005).

### **Distributive Justice**

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 is a perception of justice that encompasses the perceptions of the employees regarding fair distribution of resources among the members of the organization.

Colquitt, Greenberg and Zapata-Phelan (2005) posit that employees are likely to compare the fairness of their outcomes with those of similar employees based on their level of inputs within the organization to determine their perceptions of fairness. 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, & Lee Grubb, 2015). The fundamental principle in distributive justice is that individuals should think that they get a share from the distributed sources fairly (Ozdevecioglu, 2003).

A study by Gulluce, Ozer and Erkilic (2015) to examine the relationship between organizational commitment and organizational justice perceptions of employees working in private healthcare institutions in Van province found that distributive justice has a statistically significant correlation with commitment of the healthcare employees. This study concluded that the most important ways to increase the commitment of employees is executives being fair to them. For this reason, it is possible to increase their commitment

through the development of their justice perceptions towards the management (Gulluce, *et al.* 2015).

In a study conducted by Ang, Van Dyne and Begley (2003) in Singapore on two workers groups regarding their feeling about distributive justice, foreign workers were not paid fairly according to their work so they showed higher levels of distributive injustice and their productivity reduced because they received less and as a result they produced less. This study showed that people were keenly sensitive to the fair and just distribution of resources and rewards. Employees who perceived that they were treated fairly by the organization would try to maintain a long term relationship with the organization (Kim, 2009). This would eventually modify the behavior of the employees including creating more commitment towards that particular organization.

There are three allocation rules that could lead to distributive justice if they are applied appropriately: equality, where each person is given the same, equity, where each person is given in accordance with their contributions, and need where each person is given in accordance with what they require most urgently (Greenberg & Baron, 2008). Distributive justice is concerned with the reality that not all workers are treated in a similar manner; the allocation of outcome is differentiated in workplace (Cropanzano & Rupp, 2008). Konovsky (2000) stated that much of the research on organizational justice focuses on the distribution of rewards associated with it. Individuals evaluate the fairness of the exchange between people and organizations by the comparison between inputs and outputs (Yi & Gong, 2008).

Distributive justice seems to play an important role for employee in evaluating their employing organization (Loi, Hang-Yue, & Foley, 2006). It has been argued that it is impossible for employees to trust, have a sense of belonging and be committed to an organization which is unfair and inequitable in the manner it treatments its employees (Baharyfar, Ali, Javaheri, Kamal, Ahmed, Seyyd&Aliakbar, 2011). Dirks and Ferrin (2002) suggested that a perception of fairness leads employees to be more trusting of the organization and its leaders. Lee, Singhapakdi and Sirgy (2007) argue that employees would only be more attached to their organization if they cannot obtain the same benefits in another firm.

### **Concept of Employee Commitment**

Employee commitment is an important aspect in human resource management literature. It refers to the state in which employees sense loyalty with their respective organization and align themselves with organizational goals and objectives (Lambert, Hogan, & Griffin, 2007). The success of an organization depends on the commitment of employees toward the

organization. Herman and Armanu (2013) argue that commitment towards an organization is more than just a formal membership but rather it encompasses the attitude to the organization and a willingness to pursue all things for the sake of the organization.

Employee commitment helps managers in programming, improving job performances and in decreasing frequency of absenteeism from duty (Somayyeh, Mohsen & Zahed, 2013). On the other hand, having a committed staff provides a background for improvement and expansion of the organization, while the personnel with little or no commitment to the organization remain indifferent towards the goals and overall success of the organization (Somayyeh, Mohsen, & Zahed, 2013).

Gemlik, Sisman and Signri (2010) posit that employee commitment is a multidimensional construct where an individual feels psychologically bound to an organization. Douglas (2010) also state that employee commitment describes an individual's identification with and involvement in a particular organization. This commitment is characterized by a strong belief in and acceptance of the organizations goals and values, a desire to exert considerable effort on behalf of the organization, and a strong desire to maintain membership in the organization (Douglas, 2010). Employee commitment according to Hodge and Orag (2007) is an individual's identification with and involvement in a particular organization. If this association is positive then it fosters levels of personal and professional satisfaction and increased productivity.

Employee commitment is seen as an effective response to the whole organization and the degree of attachment or loyalty employees feel towards the organization (Ongori, 2007). Research within this perspective has tended to focus on individual differences as antecedents of commitment, revealing that factors such as age and organizational tenure are positively correlated with commitment, whereas level of education is negatively related (Mathieu & Zajac, 1990). Research utilizing this affective approach to commitment has also frequently revealed an inverse relationship between commitment and turnover intention (Gemlik, Sisman & Signri, 2010) as well as a positive relationship between commitment and regular employee attendance. Unfortunately, commitment has historically been found to exert little direct influence on actual work performance, although lessened turnover intention and consistent attendance are themselves critically important pro-organizational attitudes and actions (Mathieu & Zajac, 1990).

### **Measures of Employee Commitment**

#### **Affective Commitment**

Affective commitment is defined as the emotional attachment, identification, and involvement that an employee has with his or her organization (Aydin, Sarier, & Uysal, 2011). It is the positive emotional attachment that employees feel for the organization because they see their goals and values to be congruent with those of the organization. Meyer and Allen (1997), note that employees retain membership out of choice and this is their commitment to the organization. Employees, who are affectively committed, strongly identify with the goals of the organization and desire to remain a part of the organization. These employees commit to the organization because they want to (Aydin *et al.*, 2011). The concept of affective commitment is linked to the idea that strongly committed persons identify with, are involved in, and enjoy membership in an organization (Meyer & Allen, 1997).

Mishra *et al.*, (2015) conducted a study of a national franchise organization and eight of its small business franchisees to understand the roles of trust, organizational commitment, and justice on employee turnover. The results indicated that the degree to which employees are affectively committed to their organization has a distinct negative effect on the likelihood of their voluntary turnover. This demonstrates that managers who build a sense of affective commitment among employees can prevent turnover and its associated costs to the firm. These costs include the recruitment and training of new employees who must replace those who leave, as well as the lost training and knowledge that goes with those employees who leave (Mishra, *et al.*, 2015).

In a study on the impact of distributive justice, procedural justice, and affective commitment on turnover intention among public and private sector employees in Malaysia, Gim and Mat Desa (2014) found that distributive and procedural justice were significantly and positively related to affective commitment, which in turn was significantly and negatively related to turnover intention. This means it is important for organizations to reward their employees equitably and to implement fair compensation procedures to foster higher affective commitment thus improve employees' retention in the workplace (Gim & Mat Desa, 2014).

### **Continuance Commitment**

Continuance commitment is the willingness to remain in an organization because of the investment that the employee has with "non-transferable" investments. Non-transferable investments may include retirement, relationships with other employees, and other things that are special to the organization (Obeng & Ugboro, 2003). Continuance commitment also includes factors such as years of employment or benefits that the employee may receive that are unique

to the organization (Reichers, 1985). The main factor that influences continuance commitment is the maintenance in the organization (Yalçın&Iplik, 2005). Continuance commitment emanates from the disadvantages that an employee will face when he leaves the organization (Aydin, *et al.*, 2011). In general, continuance commitment depicts an employee's assessment of whether the costs of leaving the organization are greater than the cost of staying. That is, the need to stay with the organization based on the costs of leaving or a sense that available comparable alternatives are limited.

Individuals commit to the organization because they perceive high costs of losing organizational membership, including economic losses, such as pension accruals and social costs, like friendship ties with co-workers that would have to be given up (Aydin, *et al.*, 2011). The employees remain members of the organization because they have to. The cost perception for leaving an organization leads to the commitment of members stay in the organization (Dixit & Bhati, 2012).

### **Normative Commitment**

Normative commitment is the commitment that people believe they have to the organization or their feeling of obligation to their workplace. It refers to the employee's feeling of duty, loyalty or obligation to the organization (Wasti, 2003). These feelings may derive from many sources. For example, the organization may have invested resources in training an employee who then feels a 'moral' obligation to put forth effort on the job and stay with the organization to 'repay the debt.' It may also reflect an internalized norm, developed before the person joins the organization through family or other socialization processes, that one should be loyal to one's organization (Aydin, *et al.*, 2011).

In normative commitment an individual is willing to stay within an organization and contribute to an organization to correspond with a group norm (Dixit & Bhati, 2012). Affective, continuance, and normative commitment are components of organizational commitment rather than types because employees could have varying degrees of all three (Meyer & Allen, 1991). In other words, the three components are not mutually exclusive: an employee can simultaneously be committed to the organization in an affective, normative, and continuance sense, at varying levels of intensity.

The above idea led Meyer and Herscovitch (2001) to argue that at any point in time, an employee has a commitment profile that reflects high or low levels of all three of these components, and that different profiles have different effects on workplace behaviour such as job performance, absenteeism, and the chance that they will quit. Meyer, Allen, and Smith

(1993) argue that the three components of commitment are a psychological state that either characterizes the employee's relationship with the organization or has the implications to affect whether the employee will continue staying with the organization.

### Organizational Justice and Employee Commitment

Ghulam, Ikramullah, Khurram, Muhammad and Nadeem (2011) finding revealed that both procedural and distributive justice have positive and significant effect on workers' commitment. A study by Gulluce, Ozer, and Erkilic, (2015) to examine the relationship between organizational commitment and organizational justice perceptions of employees working in private healthcare institutions in Van province found that distributive justice has a statistically significant correlation with commitment of the healthcare employees. This study concluded that the most important ways to increase the commitment of employees is executives being fair to them. For this reason, it is possible to increase their commitment through the development of their justice perceptions towards the management (Gulluce, *et. al.*, 2015).

Akanbi and Ofoegbu (2013) examined the role of organizational justice on organizational commitment in a food and beverage firm in Nigeria. The findings from the study showed that there was a significant relationship between distributive justice and organizational commitment. Based on the findings from this study, it was recommended that organizations should embrace justice in all their practices with the employees to bring about committed employees (Akanbi & Ofoegbu, 2013).

In a study conducted by Ang, Van Dyne and Begley (2003) in Singapore on two workers groups regarding their feeling about distributive justice, foreign workers were not paid fairly according to their work so they showed higher levels of distributive injustice and their productivity reduced because they received less and as a result they produced less. This study showed that people were keenly sensitive to the fair and just distribution of resources and rewards. Employees who perceived that they were treated fairly by the organization would try to maintain a long term relationship with the organization (Kim, 2009). This would eventually modify the behavior of the employees including creating more commitment towards that particular organization.

Similarly, Cemal (2014) in a study of the effect of organizational justice on organizational commitment in primary education institutions in Turkey found that teacher's perception of distributive justice had a positive and significant effect on their organizational commitment. Fields (2000) also found that distributive justice had a major impact on employee's intention to

remain in an organization. If people felt that their work assignments and rewards were fair, they would show more commitment to their work. Greenberg and Baron (2008) note that organization officials should be very careful to adhere with distributive justice practices and ensure that good performance of employees are fairly rewarded.

Also, Hassan (2002) examined organizational justice as a determinant of organizational commitment and intention to leave with purpose of the study investigated how perception of equity and justice played an important role in employees' commitment to the organization and intent to leave. The study using methodology of questionnaires technique as tool of data collection with the sample consisted of 181 middle and lower level managers from the banking and finance, the data was analyzed using statistical package for social sciences SPSS the result of the study hypothesized that both internal and external equity perceptions are positively related to commitment and negatively related to intent to leave

Therefore, on the strength of the foregoing reviews, these study hypotheses thus:

- H<sub>01</sub>:** There is no significant relationship between distributive justice and affective commitment quick service restaurants in Port Harcourt.
- H<sub>02</sub>:** There is no significant relationship between distributive justice and Continuance Commitment quick service restaurants in Port Harcourt.
- H<sub>03</sub>:** There is no significant relationship between distributive justice and Normative Commitment quick service restaurants in Port Harcourt.

## METHODOLOGY

The study adopted the cross-sectional survey method in the generation of data. The population of this study consists of Senior Police officers from the rank of Assistant Superintendent of Police (ASP) and above, and the other ranks made up of Inspectors and Non-Commissioned Officers (NCOs) working in the twenty-seven (27) Police Divisions distributed in four (4) Local Government Areas of Rivers State, Nigeria which has a total staff strength of 14,886. Due to the large size of the population, the Taro Yamane Sample Size determination techniques were used to determine the sample size of 390 employees, which were selected through stratified random sampling. The internal reliability of the instrument was ascertained through the Cronbach Alpha Coefficient with all items being above the benchmark of 0.70. After data cleaning, only data of 332 respondents were finally used for data analysis. The Spearman Rank Order Correlation tool was used for hypothesis testing with the aid of the SPSS Package version 23.0

## DATA ANALYSIS AND RESULTS

The table below shows the result of correlation matrix obtained for Distributive Justice and Measures of

Employee Commitment. Also displayed in the table is the statistical test of significance (p - value).

Correlations Matrix for Distributive Justice and Measures of Employee Commitment						
			Distributive Justice	Affective Commitment	Normative Commitment	Continuance Commitment
Spearman's rho	Distributive Justice	Correlation Coefficient	1.000	.724**	.640**	.669**
		Sig. (2-tailed)	.	.000	.000	.000
		N	139	139	139	139
	Affective Commitment	Correlation Coefficient	.724**	1.000	.790**	.738**
		Sig. (2-tailed)	.000	.	.000	.000
		N	139	139	139	139
	Normative Commitment	Correlation Coefficient	.640**	.790**	1.000	.793**
		Sig. (2-tailed)	.000	.000	.	.000
		N	139	139	139	139
	Continuance Commitment	Correlation Coefficient	.669**	.738**	.793**	1.000
		Sig. (2-tailed)	.000	.000	.000	.
		N	139	139	139	139

\*\* . Correlation is significant at the 0.01 level (2-tailed).

Source: SPSS 23.0 data Output, 2021

**The table illustrates the test for the first three previously postulated hypotheses**

**Ho<sub>1</sub>.** There is no significant relationship between distributive justice and affective commitment in the Port Harcourt Area Command of the Nigeria Police Force.

The correlation coefficient (r) shows that there is a significant and positive relationship between distributive justice and affective commitment. The rho value 0.724 indicates this relationship and it is significant at p 0.000<0.05. The correlation coefficient represents a high correlation indicating a strong relationship. Based on this empirical finding, the null hypothesis earlier stated is hereby rejected and the alternate upheld. Thus, there is a significant relationship between distributive justice and affective commitment in the Port Harcourt Area Command of the Nigeria Police Force.

**Ho<sub>2</sub>.** There is no significant relationship between distributive justice and normative commitment in the Port Harcourt Area Command of the Nigeria Police Force.

The correlation coefficient (r) shows that there is a significant and positive relationship between distributive justice and affective commitment. The rho value 0.640 indicates this relationship and it is significant at p 0.000<0.05. The correlation coefficient represents a high correlation indicating a strong relationship. Based on this empirical finding, the null

hypothesis earlier stated is hereby rejected and the alternate upheld. Thus, there is a significant relationship between distributive justice and normative commitment in the Port Harcourt Area Command of the Nigeria Police Force.

**Ho<sub>3</sub>.** There is no significant relationship between distributive justice and continuance commitment in the Port Harcourt Area Command of the Nigeria Police Force.

The correlation coefficient (r) shows that there is a significant and positive relationship between distributive justice and affective commitment. The rho value 0.699 indicates this relationship and it is significant at p 0.000<0.05. The correlation coefficient represents a high correlation indicating a strong relationship. Based on this empirical finding, the null hypothesis earlier stated is hereby rejected and the alternate upheld. Thus, there is a significant relationship between distributive justice and continuance commitment in the Port Harcourt Area Command of the Nigeria Police Force.

**DISCUSSION OF FINDINGS**

This study using descriptive and inferential statistical methods investigated the relationship between organizational justice and employee commitment in the Port Harcourt Area Command of the Nigeria Police Force. The findings revealed a positive significant relationship between organizational justice and employee commitment in the Port Harcourt Area

Command of the Nigeria Police Force using the Spearman rank order correlation tool and at a 95% confidence interval.

Specifically, the findings revealed that there is a positive and significant relationship between distributive justice and measures of employee commitment. This finding is in line with earlier study by Gulluce, Ozer and Erkilic (2015) who examined the relationship between organizational commitment and organizational justice perceptions of employees working in private healthcare institutions in Van province found that distributive justice has a statistically significant correlation with commitment of the healthcare employees. Also, in agreement with this work is a study conducted by Ang, Van Dyne and Begley (2003) in Singapore on two workers groups regarding their feeling about distributive justice, foreign workers were not paid fairly according to their work so they showed higher levels of distributive injustice and their productivity reduced because they received less and as a result they produced less. This study showed that people were keenly sensitive to the fair and just distribution of resources and rewards.

Also the current finding corroborates with Akanbi and Ofoegbu (2013) who examined the role of organizational justice on organizational commitment in a food and beverage firm in Nigeria and found that there was a significant relationship between distributive justice and organizational commitment. Based on the findings from this study, it was recommended that organizations should embrace justice in all their practices with the employees to bring about committed employees.

## CONCLUSION

From the data generated and analysed, it was empirically discovered that a strong positive and significant relationship between organizational justice and employee commitment in the Port Harcourt Area Command of the Nigeria Police Force.

## RECOMMENDATIONS

- i. The Nigerian Police should to pay particular attention to developing support policies that are procedurally fair, communicating with subordinate officers about specific policies and why they are in place, and allowing officers to voice concerns about such policies with regards to departmental rules, disciplinary processes, hiring and firing practices, and promotional procedures, to name a few.
- ii. In encouraging commitment among its personnel, the Nigerian Police administrators should incorporate the principles of organizational justice when designing policies.
- iii. The Nigerian Police should implement organizational justice as it is a promising

framework to understand police personnel attitude and may help guide police administrators in the implementation of effective management strategies to encourage commitment among its personnel.

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