



Distributive Justice and Organizational Commitment in Rivers State Civil Service

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Abstract: The study examined the relationship between distributive justice and organizational commitment in Rivers State civil service. The study adopted quasi-experimental research design. The target population of the study consists of all ministries in Rivers State civil service. However, for ease of accessibility, the study focused on eight (8) Ministries in Rivers State civil service and examined 400 staff. This justification was done for easy accessibility using judgmental sampling which is a non-probability sampling technique due to the difficulties involved in reaching all the entire staff in various ministries in Rivers State civil service. A sample size of 200 was determined from the population by using Taro Yamane's formula as sample determination technique. 200 copies of questionnaire were distributed out of which 164 copies were retrieved and were analyzed using Kendall's τ_b (tau-b) rank correlation coefficient with the help of (SPSS) software package developed for social sciences. The result revealed a positive and significant relationship between distributive justice and organizational commitment in Rivers State civil service. In line with the findings, the study concluded that distributive justice affects organizational commitment and the study recommended that management should ensure fair distribution of wages for workers; pay should be commensurable with the job level. They should provide fair promotion and encourage staff at all level to increase organizational commitment. They should adopt organizational culture that promotes distributive justice in order to increase the level of organizational commitment.

Key words: Affective commitment, Continuance Commitment, Distributive Justice, Equity in Pay, Fair Promotion, Normative Commitment, Organizational Commitment.

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1.0 INTRODUCTION

Every human being desires justice (Mark, 2014). The desire for justice is so pressing that the absent of it could led to destructive conflict in the society (Mark, 2014). Organizations being part of the human society is not left out. The degree of fair treatment relative to others, that employees received have been postulated to influence their motivation and performance which may include their intention to stay or leave the organization (Simm, 2014).

The perception of equitable or inequitable treatment may be related to the comparison made within or outside the organization. The importance of distributive justice arises because human beings feel better and tend to be more commitment to a course when they perceive that they are justly treated. The reverse is the case when they perceive that they not justly treated (Nzewi, 2013). Under ideal situation, workers expect that corresponding respect and remunerations be accorded to them in recognition of their positions, authorities, responsibilities etc. A worker in an important position of position of authority expects to be recognized so.

As a result of the importance of distributive justice, several related studies have been carried out on this subject matter. Much of the research on distributive justice was derived from the works of Simm (2014) who suggested that equity theory can determine the fairness of an outcome. The research on equity theory has been re-examined quite a lot of times.

But Vecchio observed the effect of overpayment inequity on real employees. Few effects were revealed based on the trend analysis applied on various job and pay satisfaction. Furthermore, Roberts *et al.* (1999) examined what facets of equity (internal and external) and what aspects of the job contribute to the commitment or turnover factors. They discovered that equity contributes to commitment of employees. Also, Dubinsky and Levy (1999); found that pay level, pay rules and task-distribution (forms of distributive justice) were positively correlated with organizational commitment while pay rules distributing tasks (forms of distributive justice) and rule administration (a form of procedural justice) were positively associated with job satisfaction.

In another study, Rhodes and Steers (1981) found that pay equity was the most important contributor to the prediction of organizational commitment for a group of cooperative employees, but was not a significant predictor of commitment for a group of conventional employees. Sheppard *et al.* (1992) discovered that it is the outcome (distributive justice) which is more important than the procedure (procedural justice) when it comes to employees' concern for managerial decisions. The latter assumes significance only when the outcome is judged as unfair.

A critical look on the past works shows that not much has been done. None of the writers captured distributive justice and organizational commitment. Also most of the past works have focused on measuring distributive justice via equity. This has created a knowledge gap in the field of Management Sciences, research and literature. Sequel to this, this study seeks to breach the gap by discussing two dimensions of distributive justice which includes; equity in pay and fair promotions in relation to affective commitment, normative commitment and continuance commitment as measures of organizational commitment.

Based on theoretical assumptions, distributive justice is supposed to have effect on

organizational commitment in an organization. It is expected that the presence of distributive justice will boost the morale of workers and vice versa. But whether this is the case in Nigeria, is yet to be ascertained. The perceived non presence of distributive justice is causing internal wrangling particularly in Nigeria Civil Service. One of the reasons why workers show negative attitude toward work is that they perceive that they are not treated fairly.

This becomes obvious for instance as those with higher degrees (HND, BSc, MSc) expect to be given higher work benefits than those with lower certificates (FSLC, SSCE, OND etc), In the same vein a PhD degree holder expects not to be in the same level with others with lower degree. Also, those who feel that they perform more task or responsibility expect corresponding compensation. Thus as workers perceived that they are not being treated fairly, or there is presence of nepotism and favoritism, they get disgruntled and this lead to poor commitment.

This fairness is in areas such as better compensation in salary, fringe benefits, promotion, incentives, and recognition etc. If the allocation decisions (distributive justice) and the process of allocation decisions (procedural justice) are perceived as fair it should lead to increased organizational commitment and reduced tendency to leave the organization (Mark, 2014).

It is the view of the writer that as pressing as this problem has been, not much academic research work has been carried out on it. Consequent upon this, it is pertinent that this research be carried out in order to identify the extent to which distributive justice affect the commitment of employees in an organization using such variables as equity in pay, fair promotions, affective commitment, continuance commitment and normative commitment with Rivers State civil service as a case study.

1.1 Aim of the Study

The aim of this work is to identify the relationship between distributive justice and organizational commitment in Rivers State Civil Service.

1.2 Research Hypotheses

The following null hypotheses are hereby formulated for this study:

H0₁: There is no significant relationship between equity in pay and Affective commitment in Rivers State civil service in Rivers State civil service.

H0₂: There is no significant relationship between equity in pay and Continuance commitment in Rivers State civil service in Rivers State civil service.

H0₃: There is no significant relationship between equity in pay and Normative commitment in Rivers State civil service.

H0₄: There is no significant relationship between fair promotions and Affective commitment in Rivers State civil service.

H0₅: There is no significant relationship between fair promotions and Continuance commitment in Rivers State civil service.

H0₆: There is no significant relationship between fair promotions and Normative commitment in Rivers State civil service.

Conceptual Framework

The diagram below shows the relationship between distributive justice and organizational commitment

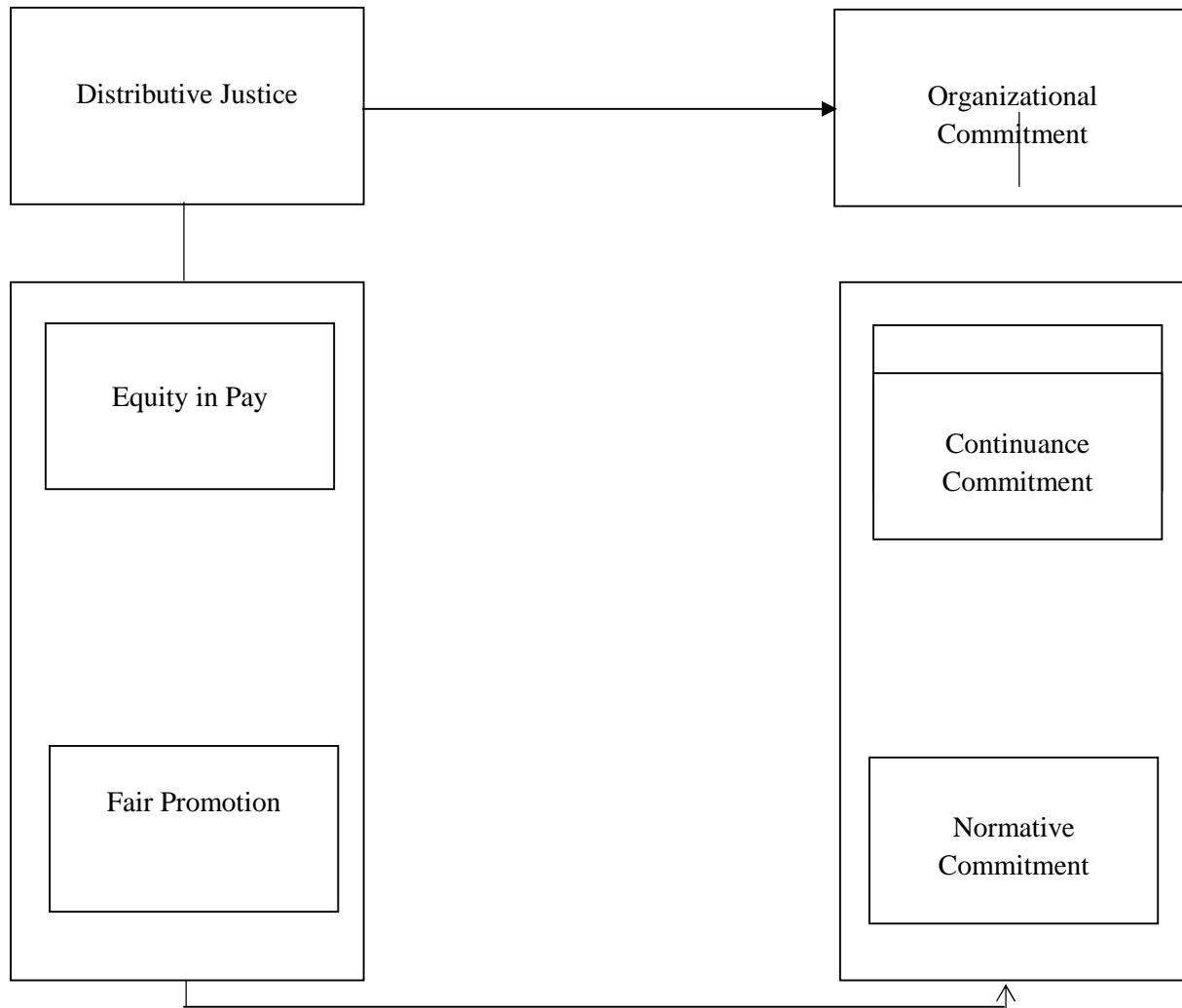


Fig 1.1conceptual framework on distributive justice and organizational commitment

Source: Independent variables dimension (Colquitt & Rodell, 2015). Measures of dependent variables (Allen & Meyer, 1997).

2.0 LITERATURE REVIEW

Concept of Distributive Justice

Several related studies have been carried out on this subject matter. Much of the research on distributive justice was derived from the works of Simm (2014). Simm (2014) suggested that equity theory can determine the fairness of an outcome. The research on equity theory has been re-examined quite a lot of times. Simm (2014) curvilinear hypothesis was researched by Vecchio (1984). But Vecchio observed the effect of overpayment inequity on

real employees. Few effects were revealed based on the trend analysis applied on various job and pay satisfaction.

Mazidi *et al.* (2015) investigated the relationship between two dimensions of organizational justice and organizational citizenship behavior (OCB) with the mediation role of job commitment among Customs employees. The population consisted of 112 employees. A random sampling was used to select 92 employees through Krejcie and Morgan table. The questionnaire was used to gather data on organizational justice, job commitment and organizational behavior. The LISREL software was used. The results of the structural equation showed Path coefficient of the impact of distributive justice on citizenship behavior with the mediation of job commitment is 0.11. In other words, relationship was significant and positive. On the other hand, Path coefficient in the relationship between job commitment and organizational citizenship behavior is reported to be 0/47; furthermore, procedural justice on job commitment was estimated 4.38 and 0.10 respectively. Because it was reported to be 0.99, it was concluded that a significant relationship has not been established. The results also suggested that managers should plan to improve the perception fairness in payments and the laws and regulations by employees. In this way, not only the job commitment will be increased, but also job and voluntary self-conscious behavior will be received by employees.

Mowday (1987) explored the employee attitudes to pay as a measure of distributive justice. They discovered that employees who feel that they are underpaid decrease the quality or quantity of their work, while those who feel that they are overpaid improve their work in terms of quality or quantity. The "underpaid" hypothesis has received more research support than the "overpaid" hypothesis. Roberts, et al. (1999) examined what facets of equity (internal and external) and what aspects of the job contribute to the commitment or turnover factors. They discovered that equity contributes to commitment of employees.

Equity in pay

This concept according to Falk *et al.* (1993) entails that members' outcomes should be based upon their inputs. Therefore, an individual who has invested a large amount of input (e.g. time, money, energy) should receive more from the group than someone who has contributed very little. Members of large groups prefer to base allocations of rewards and costs on equity.

Equity concept is about fairness. Falk *et al.* (1993) asserts that "equity derives from a concept of social justice. It represents a belief that there are some things which people should have, that there are basic needs that should be fulfilled, that burdens and rewards should not be spread too divergently across the community, and that policy should be directed with impartiality, fairness and justice towards these ends (Falk *et al.*, 1993). In the narrowest terms it means that there should be a minimum level of income and environmental quality below which nobody falls. In organizational setting it usually also means that employees should as fair as possible have reasonable access to organizational resources and opportunities with respect to their responsibilities, authorities, need and equality. No employee should be asked to carry a greater burden beyond his capacity and be paid (remunerated) than the rest of the individuals in the organization. It is generally agreed that equity implies a need for fairness (not necessarily equality) in the distribution

of gains and losses, and the entitlement of everyone to an acceptable quality and standard of living (Beder, 1996).

Equity in pay entails that workers are rewarded based on optimum fairness, in terms of the pay rules. The degree to which one is paid fairly, relative to coworkers, and the degree to which pay raises and fair promotions are fairly administered must be given adequate attention (Levy, 1989). Organizations should also take cognizance of the pay level which is the degree that pay is fair relative to that of others outside the organization. Also the pay administration is another area to be considered in order to enhance equity in pay. This entails the perceived fairness of supervisors in executing rules for raises and fair promotions rule administration, i.e. the perceived fairness of the administration of workplace behavior rules (Levy, 1989).

Fair promotions

According to Fuller and Huber (1998), theoretical, from the traditional point of view, human resource management (HRM) have placed more emphasis on examining how fair promotions is critical under the rubric of employee choice. Choice is the method of matching people to jobs to maximize organizational productivity and performance. Empirical research display that around seventy five (75%) of vacancies are stuffed by using fair promotions from inside the enterprise (Baker *et al.*, 1994). Consistent with labor economists, internal exertions markets are favored due to the fact that managers commonly have higher statistics about worker's capacity, motivation, and performance (see; Barron & Loewenstein, 1985; Baker & Holmstrom, 1995). As Wholey (1985) noted, employees in the organization have advanced specific competencies which is not quite simple to be had within the outside market through fair promotions (Gibbons & Waldman, 1999).

Given the pervasiveness of fair promotions in organizational existence, it is disappointing to note that just a few studies have attempted to describe the effect of fair promotions in various business environments.

According to Bohlander (2004), fair promotions contain alternate of the mission to that of a higher degree within the organization. The brand new process usually provides growth in pay and status and it demands more capabilities and contains extra obligation. Fair promotions permit an organization to utilize the skills and skills of its personnel greater successfully accordingly, precise overall performance found out. Fair promotions usually depend on three principle criteria. These include; advantage, seniority, and capacity. Fair promotions are from time to time constrained by the reality that many companies do not determine it following those three standards (benefit, seniority and capability). Regularly the trouble is figuring out how lots consideration to offer to each aspect. A common challenge in corporations is that promoting normally relies upon on beyond performance and seniority that now and again results in promotion of employees to degrees in their incompetence.

Fair promotions every now and then circulate with fame in a group of other personnel in an organization. Robbins *et al.* (1999) say that popularity is a prestige grading, function, or rank inside a set. it is consequently, important for personnel to believe that the fame of an character in a machine is congruent with the task she or he is assigned to. However, it has been observed that many employees have performed well in years without

receiving a promotion. Some groups are dependent in a manner that does not allow for common fair promotions, and even above-average overall performance is anticipated as a normal contribution.

Once in a while contributions are identified with extra economic rewards instead of fair promotions and at times no longer. If one has finished effects, but has now not been rewarded by way of common fair promotions, then he or she might also face objections from different potential employers who recall loss of fair promotions as an illustration of few achievements or inability to get at the side of others. According to James *et al.* (2001), the possibility of promotion development often serves as a primary incentive for superior managerial overall performance and fair promotions are the most substantial manner to understand superior overall performance. Therefore, it's far extraordinarily crucial that fair promotions should be truthful, primarily based on merit and untainted by way of favoritism which is fair (James *et al.*, 2000).

Concept of Organizational Commitment

The concept of commitment entails employees' belief in and acceptance of organizational goals and values, their willingness to work towards accomplishing the organization's goals, and their strong desire to continue as an organizational member (Porter, Steers, Mowday and Boulian, 1974). Commitment also reflects in the form of employees' intention to stay or leave the organization, though it may be moderated with factors like opportunities available outside and normative pressure to stay on the job. As a result, many scholars suggest that the construct requires further research. The concept definition may be restricted to include employees' attachment to the organization as a result of (a) compliance caused by reward and punishment; (b) affiliation with the referent organization; and (c) internalization of the organization's goals and values as one's own (Roberts, *et al.*, 1999).

Organizational Commitment is the knowledge, skills, abilities and experience of the work force which is useful to the organization only if the employees are willing to apply it to the achievement of the goals of the organization. (Igbaekemen & Idowu 2011). Commitment is the measure of the relative strength of an employee's identification with and involvement in a particular organization (Matheus & Zajac, 1990). It could be seen as identification and acceptance of organizational goals and values.

Mowday *et al.* (1982), refers organizational commitment to congruence between the goals of the individual and the organization whereby the individual identifies with and extends effort on behalf of the general goals of the organization. Meyer and Allen (1994) also states that organizational commitment is a psychological state that: characterizes the employee's relationships with the organization and have implications for the decision to continue membership in the organization. Although day-to-day events in the work place may affect an employee's level of growth, such transitory events should not cause an employee to value seriously his or her attachment to the overall organization. Some of the signs of non-commitment include; absenteeism, substance abuse/employee fraud and theft, weak managers, and employee turnover etc.

The extensive literature on commitment has explored different types or bases of commitment to an organization, as well as a wide variety of antecedent conditions the sized to influence commitment levels, for example, Reiling and Chatman suggested three

different types of psychological bounds that provide the foundation for commitment, namely, compliance, identification and internalization.

By the end of the 1990s, leaders did not find the value in understanding whether or not their people were more or less committed to the organization. It was particularly frustrating that leaders could see that people committed to the organization were not as committed to strategic change initiatives, the majority of which failed to live up to expectations. John Meyer responded to this gap by proposing a model of organizational change commitment. Thus they postulated three model of organizational commitment. According to Dressler, (1999), there are five rules that help to enhance organizational commitment. Commit to people-first values: This entails that we put it in writing, hire the right-kind managers, and walk the talk. Clarify and communicate your mission: Clarify the mission and ideology; make it charismatic; use value-based hiring practices; stress values-based orientation and training; build tradition. Guarantee organizational justice: Have a comprehensive grievance procedure; provide for extensive two-way communications. Community of practice: Build value-based homogeneity; share and share alike; emphasize barn raising, cross-utilization, and teamwork; getting people to work together. Support employee development: Commit to actualizing; provide first-year job challenge; enrich and empower; promote from within; provide developmental activities; provide employee security without guarantees.

Thus for the purpose of this work, the dimensions of organization commitment will be borrowed from the work of Meryer and Allen (1991). According to them organization commitment can be measured based on affective commitment, continuance commitment and normative commitment.

Affective Commitment

According to the online Business Dictionary, Affective Commitment is the tendency of a worker to stay with a company that is based on an emotional attachment. An employee of a business who displays affective commitment to their company will often identify strongly with the company and its objectives, and might turn down offers to move to a new company, even if they seem more attractive financially. Affective Commitment is defined as the employee's positive emotional attachment to the organization. Meyer and Allen pegged Affective Commitment as the "desire" component of organizational commitment.

An employee who is affectively committed strongly identifies with the goals of the organization and desires to remain a part of the organization. This employee commits to the organization because he/she "wants to". This commitment can be influenced by many different demographic characteristics: age, tenure, sex, and education but these influences are neither strong nor consistent. Affection for your job occurs when you feel a strong emotional attachment to your organization, and to the work that you do. You will most likely identify with the organization's goals and values, and you genuinely want to be there. It follows that if you are enjoying your work, you are likely to feel good, and be satisfied with your job. In turn, this increased job satisfaction is likely to add to your feeling of affective commitment (Solinger *et al.*, 2008).

Continuance Commitment

Continuance Commitment is the “need” component or the gains versus losses of working in an organization (Allen & Meyer, 1997). “Side bets,” or investments, are the gains and losses that may occur should an individual stay or leave an organization. An individual may commit to the organization because he/she perceives a high cost of losing organizational membership. Things like economic costs (such as pension accruals) and social costs (friendship ties with co-workers) would be costs of losing organizational membership (Dirani, 2011). But an individual does not see the positive costs as enough to stay with an organization they must also take into account the availability of alternatives (such as another organization), disrupt personal relationships, and other “side bets” that would be incurred from leaving their organization.

So this type of commitment occurs when you weigh up the pros and cons of leaving your organization. You may feel that you need to stay at your company, because the loss you would experience by leaving it is greater than the benefit you think you might gain in a new role. These perceived losses, or “side bets,” can be monetary (you would lose salary and benefits); professional (you might lose seniority or role-related skills that you have spent years acquiring); or social (you would lose friendships or allies). The severity of these “losses” often increases with age and experience. You are more likely to experience continuance commitment if you are in an established, successful role, or if you have had several fair promotions within one organization.

Normative Commitment

This type of commitment occurs when you feel a sense of obligation to your organization, even if you are unhappy in your role, or even if you want to pursue better opportunities. You feel that you should stay with your organization, because it's the right thing to do. This sense of obligation can stem from several factors. You might feel that you should remain with your organization because it has invested money or time in your training. Or perhaps it provided a reward in advance, such as paying for your college tuition (Allen & Meyer, 1997).

This obligation can also result from your upbringing. For instance, your family might have stressed that you should stay loyal to your organization. The individual commits to and remains with an organization because of feelings of obligation, the last component of organizational commitment. These feelings may derive from a strain on an individual before and after joining an organization. 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. The employee stays with the organization because he/she “ought to”. But generally if an individual invest a great deal they will receive “advanced rewards (Allen & Meyer, 1997).

Normative commitment is higher in organizations that value loyalty and systematically communicate the fact to employees with rewards, incentives and other strategies. Normative commitment in employees is also high where employees regularly see visible examples of the employer being committed to employee well-being. An employee with greater organizational commitment has a greater chance of contributing to

organizational success and will also experience higher levels of job satisfaction (Allen & Meyer, 1997). High levels of job satisfaction, in turn, reduces employee turnover and increases the organization’s ability to recruit and retain talent. Meyer and Allen based their research in this area more on theoretical evidence rather than empirical, which may explain the lack of depth in this section of their study compared to the others. They drew off Wiener’s (2005) research for this commitment component.

3.0 METHODOLOGY

3.1 Research Design

This study adopted a cross-sectional survey research design. This is particularly so as it is the most appropriate for research in the administrative science, where the researcher has no control over the variables in the sense of manipulating them (Cooper & Schindler, 2001).

3.2 Population of the Study

The target population of the study consists of all ministries in Rivers State civil service. However, for ease of accessibility, the study focused on eight (8) Ministries in Rivers State civil service and examined 550 staff. This justification was done for easy accessibility using judgmental sampling which is convenient as a non-probability sampling technique due to the difficulties involved in reaching all the entire staff in various ministries in Rivers State civil service. Table 1 shows the various ministries as the accessible population adopted in this work.

The sample size that represents the population was determined using the Taro Yamane (1967) sampling technique stated as:

$$n = \frac{N}{1 + N(e)^2} \quad \text{So that;} \quad n = \frac{550}{1 + 550(0.05)^2} = 200 \quad \text{So the sample size} = 232$$

S/N	Ministries	Accessible population
1	Ministry of Agriculture	80
2	Ministry of Commerce and Industry	82
3	Ministry of Culture and Tourism	74
4	Ministry of Energy and Natural Resources	62
5	Ministry of Finance	54
6	Ministry of Health	76
7	Ministry of Works	84
8	Ministry of Transport	38
	Total	550

Source: Rivers State Civic Service Commission, (2018).

Table 2 Individual sample computation using Bowleys formula

	Ministries	Accessible population	Bowley formula applied	Individual sample size
1	Ministry of Agriculture	80	$\frac{232 \times 80}{550}$	34
2	Ministry of Commerce and Industry	82	$\frac{232 \times 82}{550}$	35
3	Ministry of Culture and Tourism	74	$\frac{232 \times 74}{550}$	31
4	Ministry of Energy and Natural Resources	62	$\frac{232 \times 62}{550}$	26
5	Ministry of Finance	54	$\frac{232 \times 54}{550}$	23
6	Ministry of Health	76	$\frac{232 \times 76}{550}$	32
7	Ministry of Works	84	$\frac{232 \times 84}{550}$	35
8	Ministry of Transport	38	$\frac{232 \times 38}{550}$	16
	Total	550		232

Source: Research Survey (2017).

From the above computation, the copies of questionnaire were distributed based on the individual sample size.

3.4 Data Collection Method

The primary data were sourced from staff in various ministries of Rivers State Civil Service, while the secondary data were sourced from literatures such as; text books and online materials like journals through internet.

3.5 Data Analysis Techniques

The data collected on demographic variables were analyzed using simple percentage and presented in tabular forms. Kendall's τ_b (*tau-b*) rank correlation was appropriate in data analysis using (SPSS) software package developed for social sciences.

Kendall's τ_b (*tau-b*) rank correlation is a non-parametric test that measures the strength of dependence between two variables. If we consider two samples, a and b, where each sample size is n , we know that the total number of pairings with a b is $n(n-1)/2$. Kendall's τ_b (*tau-b*) rank correlation formula is given by;

$$\tau = \frac{n_c - n_d}{\frac{1}{2}n(n-1)}$$

n_c = number of concordant; n_d = Number of discordant

4.0 RESULT AND DISCUSSIONS

The stated null hypotheses were tested using Kendall's τ_b (tau-b) rank correlation Coefficient

Test of hypotheses One

H0₁: There is no significant relationship between equity in pay and Affective commitment in Rivers State civil service.

Table 3 Correlation Analysis on the relationship between equity in pay and affective commitment in Rivers State civil service

		Equity in pay	Affective commitment
Kendall's tau_b	Equity in pay	1.000	.673**
	Correlation Coefficient		
	Sig. (2-tailed)	.	.000
	N	164	164
	Affective commitment	.673**	1.000
	Correlation Coefficient		
	Sig. (2-tailed)	.000	.
	N	164	164

** . Correlation is significant at the 0.05 level (2-tailed).SPSS Data Output, (2017).

The result from the tested hypothesis one above, revealed that, equity in pay correlates with affective commitment at (.673**) when the P-value is .000 < 0.05. This indicates a strong and positive relationship. Thus, we rejected the null hypothesis and accepted a significant relationship between equity in pay and affective commitment in Rivers State civil service.

Testing of Hypotheses Two

H0₂: There is no significant relationship between equity in pay and Continuance commitment in Rivers State civil service

Table 4 Correlation Analysis on the relationship between equity in pay and Continuance commitment in Rivers State civil service

		Equity in pay	continuance commitment
Kendall's tau_b	Equity in pay	1.000	.702**
	Correlation Coefficient		
	Sig. (2-tailed)	.	.000
	N	164	164
	Continuance commitment	.702**	1.000
	Correlation Coefficient		
	Sig. (2-tailed)	.000	.
	N	164	164

** Correlation is significant at the 0.05 level (2-tailed). SPSS Data Output, (2017)

The result from the tested hypotheses two above revealed that equity in pay correlates with continuance commitment at (.702) when the P-value is .000 < 0.05. This indicates a strong and positive relationship. Thus, the study rejected the null hypothesis and accepted a significant relationship between equity in pay and continuance commitment in Rivers State civil service.

Testing of Hypotheses Three

H0₃: There is no significant relationship between equity in pay and normative commitment in Rivers State civil service

Table 5 Correlation Analysis on the relationship between equity in pay and normative commitment

		Correlations	
		Equity in pay	Normative commitment
Equity in pay	Correlation Coefficient	1.000	.476**
	Sig. (2-tailed)	.	.000
	N	164	164
Normative commitment	Correlation Coefficient	.476**	1.000
	Sig. (2-tailed)	.000	.
	N	1964	164

** Correlation is significant at the 0.01 level (2-tailed). SPSS Data Output, (2016).

From the result from hypotheses three, equity in pay correlates with normative commitment at (.476) when the p-value is .000 < 0.05. This indicates a strong and positive relationship. Thus, the study rejected the null hypothesis and accepted a significant relationship between equity in pay and normative commitment in Rivers State civil service.

Testing of Hypotheses Four

H0₄: There is no significant relationship between fair promotions and Affective commitment in Rivers State civil service.

Table 6 Correlation Analysis on the relationship between fair promotions and affective commitment

		Correlations	
		Fair promotions	Affective commitment
Fair promotions	Correlation Coefficient	1.000	.788**
	Sig. (2-tailed)	.	.000
	N	164	164
Affective commitment	Correlation Coefficient	.788**	1.000
	Sig. (2-tailed)	.000	.
	N	164	164

** Correlation is significant at the 0.05 level (2-tailed). SPSS Data Output, (2016).

The result from hypotheses four, revealed that Fair promotions correlates with affective commitment at (.788) when the P-value is .000 < 0.05. This indicates a strong and positive relationship. Thus, the study rejected the null hypothesis and accepted a significant relationship between Fair promotions and affective commitment in Rivers State civil service.

Testing of Hypotheses Five

H0₅: There is no significant relationship between fair promotions and continuance commitment in Rivers State civil service.

Table 7 Correlation Analysis on the relationship between fair promotions and Continuance commitment

		Correlations	
		Fair promotions	Continuance commitment
Fair promotions	Correlation Coefficient	1.000	.644**
	Sig. (2-tailed)	.	.000
	N	164	164
Continuance commitment	Correlation Coefficient	.644**	1.000
	Sig. (2-tailed)	.000	.
	N	164	164

** . Correlation is significant at the 0.05 level (2-tailed). SPSS Data Output, (2016).

The result from hypotheses five, showed that Fair promotions correlates with continuance commitment at (.644) when the P-value is .000 < 0.05. This indicates a strong and positive relationship. Thus, the study rejected the null hypothesis and accepted a significant relationship between fair promotions and affective commitment in Rivers State civil service.

Testing of Hypotheses Six

H0₆: There is no significant relationship between fair promotions and normative commitment in Rivers State civil service

Table 8 correlation Analysis on the relationship between fair promotions and normative commitment

		Correlations	
		Fair promotions	Normative commitment
Fair promotions	Correlation Coefficient	1.000	.423**
	Sig. (2-tailed)	.	.000
	N	164	164
Normative commitment	Correlation Coefficient	.423**	1.000
	Sig. (2-tailed)	.000	.
	N	164	164

** . Correlation is significant at the 0.05 level (2-tailed). SPSS Data Output, (2016).

The result from hypotheses six, revealed that fair promotions correlates with normative commitment at (.423) when the P-value is .000 < 0.05. This indicates a moderate and

positive relationship. Thus, we rejected the null hypothesis and accepted a significant relationship between fair promotions and affective commitment in Rivers State civil service.

Discussions on Findings

Relationship between equity in pay and Affective commitment

The result from testing of hypothesis indicates a significant relationship between equity in pay and affective commitment. This finding is supported by the work of Mowday, (1987). He explored the employee attitudes to pay as a measure of distributive justice. His study discovered that employees who feel that they are underpaid decrease the quality or quantity of their work, while those who feel that they are overpaid improve their work in terms of quality or quantity. Therefore, an individual who has invested a large amount of input (e.g. time, money, energy) should receive more from the group than someone who has contributed very little as members of large groups prefer to base allocations of rewards and costs on equity.

Relationship between equity in pay and continuance commitment

The result from the test of hypotheses two showed a significant relationship between pay and continuance commitment. The work of Roberts *et al.* (1999) supports this finding. In their study, they examined facets of equity (internal and external) and aspects of the job that contribute to commitment or turnover. They discovered that equity especially in relation to pay contribute to continuance commitment and thereby recommended that firms should provide fair pay for employees to boost their level of productivity.

The degree to which one is paid fairly, relative to coworkers, and the degree to which pay raises and fair promotions are fairly administered must be given adequate attention (Levy, 1989). Words of praise can assist employees in gaining continuance commitment based on the fact that they want to avoid some losses. The severity of these "losses" often increases with age and experience. They are more likely to experience continuance commitment if they are in an established, successful role, or if they have had several words of praises and fair promotions within one organization.

Relationship between Relationship between equity in pay and normative commitment

From the analysis of hypotheses three, it shows a significant relationship between equity in pay and normative commitment. An employee with greater normative commitment value high level of pay because he feels that the reason his commitment is based on the level of task and contributions to the success of the organization. Therefore, he values equity in pay as commensurable to his job. The work of Levy (1989) has a remarkable support to this finding. Levy (1989) recommended that organizations should also take cognizance of the pay level which is the degree that pay is fair relative to that of others outside the organization. Also the pay administration is another area to be considered in order to enhance equity in pay. This entails the perceived fairness of supervisors in executing rules for raises and fair promotions rule administration, i.e. the perceived fairness of the administration of workplace behavior rules (Levy, 1989).

Relationship between fair promotions and affective commitment

From the analysis of hypotheses four, the finding showed a significant relationship between fair promotions and affective commitment. This finding blends with the work of Ddamulira, (2000) who conducted a study on fair promotions as a motivation aspect toward staff overall performance as a case study of Uganda police forces (UPF). The result from evaluation indicated $r = 0.590$, $p = 0.000$ and in keeping with Guildford Rule of Thumb, when $r = 0.590$, $p = 0.000$, it confirmed moderate strong correlation between promoting opportunity and task satisfaction.

These findings indicate that fair promotions have an inducement in the direction of the individuals of the police. Specifically, thanks to the truth that they continually attribute it to correct payoff and trendy increased true welfare and standards of living. Also some of the processes used within the fair promotions include, number of years of provider, hard work, tolerance, excellent record intelligence, among others. The reasons as to why some officials aren't promoted are that the complete manner is full of corruption, tribalism and political bickering among other factors. The motives as to why a few officers could opt for other professions are that they had been really disappointed with the forces' negative living conditions, less remuneration, task lack of confidence amongst others. Therefore, study recommends that the fair promotions as a motivation element is of paramount significance in any profession and that the subsequent ought to be completed: development of the overall welfare of the running force, provisions of suitable social amenities, right induction of the officers while promoted, activity protection to be supplied, insurance of the law enforcement officials, increment within the remuneration, avoidance of political bickering amongst others. This result responded to the goal, thus showed a full-size correlation among promotion and organizational commitment.

Relationship between fair promotions and continuance Commitment

From the analysis of hypotheses five, the finding showed a significant relationship between fair promotions and continuance commitment. Continuance commitment occurs when employees weigh up the pros and cons of leaving the organization. The work of Zainuddin *et al.* (2010). They found that the promotion opportunity become considerable with job satisfaction amongst academics. This finding additionally regular with Khan, Nawaz, Aleem, & Hamed, (2011) as they indicated that promotion notably affect the extent of activity satisfaction among self reliant clinical establishments of Pakistan.

Peter (2014) access the impact of promotion on employees overall performance at Dares Salaam town Council. The centered objectives have been to examine the implementation of promotion processes at Dar es Salaam city Council, by assessing the effect of promotion to the male or women personnel and organizational overall performance. It was found that poor management in terms of distributive justice of the council in service were identify as the elements that restrict effective implementation of promotion practice to employees of Dar es Salaam metropolis Council (Peter, 2014). Thus, the provision of human aid strategic plan and suitable working situations had been endorsed elements for advanced implementation of promotion practices to public and personal organizations.

Relationship between Fair Promotions and Normative Commitment

From the analysis of hypotheses six, it showed a significant relationship between fair promotions and normative commitment. Employees may feel that they need to stay in company, because the loss they would experience by leaving it is greater than the benefit they might gain in a new role. These perceived losses, or "side bets," could be in monetary form or other benefits. This finding is supported by the work of Danish & Usman, (2010) and Ssesanga, Okay & Garrett (2005) as they indicated a effective substantial relationship among opportunities for promoting and job satisfaction. Promotion also is a critical aspect of a employee's performance and existence. It could have a massive impact on different job characteristics which include obligations, etc. The organization can use promotion as a reward for exceptionally effective workers to exert greater efforts in accomplishing tasks. It can enable satisfied employees less possibly to depart from their organization, lower absenteeism and improves productivity.

5.0 CONCLUSION

In line with the findings, the study draw a conclusion based on the strong and significant relationship between distributive justice and organizational commitment. Equity in pay and fair promotions adopted in this study are dimensions of distributive justice that if managed effectively will ensure organizational affective, continuance and normative commitment. Furthermore, organizational culture is found to be an important factor that positively influenced the relationship between distributive justice and organizational commitment in Rivers State civil service. However, distributive justice relate to organizational commitment in t Rivers State civil service. Specifically the study concludes with followings:

Equity in pay moderately affects affective commitment

The effect of equity in pay on affective commitment stemmed from the fact managers might not have a fair distribution of pay within the organization. This of course is a clear indication of lack of affective commitment as employees might harbour unfair treatment especially when it is related to pay which is the focal point for been with the organization. Therefore, lack of equity in pay as commensurable to his job performed has affected affective commitment in the organizations studied.

Equity in pay strongly affects continuance commitment

Continuing working with the organization depends on the fact that the employees find it difficult to get another job, if that is the case; employees will see it bad to continue with the organization but there is no alternative to this. Equity in pay strongly affects continuance commitment depends on the perception of the employees on the pay distribution whether is fairly done or not. The findings of this study shows that managers lack fairness in distribution of pay which led to lack of continuance commitment in the organizations studied.

Equity in pay strongly affects normative commitment

In the real sense of the matter, if employees developed the feeling of normative commitment will also be traced to equity concept of fairness. The findings from study show that managers lack the ability to render social justice with regards to pay distribution. This

shows a belief that there are some things which people should have, and that policy should be directed with impartiality, fairness and justice.

Fair promotions have a strong effect on affective commitment

This might occur due to lack of provision for promotion for employees who are hard working. As noted, promotion is one of the best and often the simplest, ways to keep staff motivated. Employees are usually happy when they are promoted to higher level. They feel belonging to the organization and develop feeling of authority. So when fair promotions are not extended to employees it makes them feel valued that leads them to affective commitment to the organization.

Fair promotions strongly affects continuance commitment

The extent to which fair promotions are fairly provided can also serve as determinant for employee continuance commitment. This might be the result found in this study. As the study found, lack of continuance commitment stemmed from the degree to which one is promoted for a job well done from one level to another higher one.

Fair promotions strongly affect normative commitment

The degree to which employees feel obligated and attached them-selves to the organization depends on the extent to which the organization encourage staff through fair promotions. Greater responsibility is attached promotion from lower level to higher of job performance. Employees might develop normative commitment based on the level of job engagement. This feelings implies that staff associate with organization based on the nature of job or task expectations.

Recommendations

The findings from this study actually provide the basis for recommendations, therefore, the study made following recommendations:

- i. Management should ensure that fair pay is provided for staff in order to increase their level of affective commitment in Rivers State civil service.
- ii. Management should ensure fair distribution of wages for workers in the ministries to improve staff level of commitment in Rivers State civil service.
- iii. Management should ensure that pay is commensurable with the job level so as to transform normative commitment to affective commitment.
- iv. Management should engage in fair promotions and commend staff for their work well-done to promote organizational commitment in Rivers State civil service.
- v. Management should promote staff at all level to improve their performance and motivate them to develop organizational commitment in Rivers State civil service.
- vi. Management should ensure that there is no bias in promotion of staff to improve organizational commitment in Rivers State civil service.
- vii. Management should encourage organizational culture that promotes distributive justice in order to increase organizational commitment in Rivers State civil service.

Contribution to Knowledge

The empirical review of this work found that most research conducted on distributive

justice and organizational commitment were done in the foreign environment and most of the results indicates low correlations between distributive justice e and organizational commitment. However, this present study revealed better result within the range of 0.4-0.6 level of correlation between distributive justice and organizational commitment in Rivers State civil service.

Suggestions for Further Research

In extant literature, there are several dimensions of distributive justice which were not examined in this work which would have added value to this work. Hence, further studies are needed to consider these variables and how they may affect organizational commitment. Furthermore, the geographical scope of the study may limit effective generalization; therefore to broaden the scope further research may be conducted on distributive justice and organizational commitment in manufacturing firms in Rivers State.

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