

DISTRIBUTIVE JUSTICE AND EMPLOYEE COMMITMENT IN SELECTED TERTIARY INSTITUTIONS IN SOUTH EAST, NIGERIA.

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Abstract

This study focused on the Distributive Justice and Employee Commitment in Selected Tertiary Institutions In South East, Nigeria. The objectives of this study is to investigate the effect of distributive justice and normative commitment, determine the relationship between distributive justice and affective commitment, examine the relationship between interactional justice and normative commitment of tertiary institutions in South East, Nigeria. The study adopted a survey design approach. Data obtained from both primary and secondary source using simple random sampling techniques. The total population of this study is fourteen thousand two hundred and eighty six (14286) while the sample size of the study was 389. The Simple Regressing Analysis and Pearson Correlation Coefficient statistical tools at 0.05 level of significance was used as the instrument reliability ratio. The analysis was enabled by the use of SPSS software. The findings revealed that distributive justice has a positive significant relationship with affective commitment of tertiary institutions in South East, Nigeria. $P\text{-value} = 0.000 < 0.05\%$ significance level. Distributive justice has a positive significant relationship with normative commitment of tertiary institutions in South East, Nigeria. $P\text{-value} = 0.000 < 0.05\%$ significance level. The study recommends among others that the management of selected institutions should continuously improve the workload, level of pay as well as the reward system is such that would bring about affective commitment of their employees of the institutions in the south east, Nigeria.

Introduction

Background of the Study

Workplace situations that promote impartiality in the way employees are treated have positive impact on employee's behavioral outcomes such as innovative work behavior, performance, turnover, and absenteeism; at the workplace (Schilpzand, De Pater & Erez, 2016). Impartial treatment (fairness) of employees is considered as a pivotal construct in analyzing today's

workplace; it makes employees feel energized and increases the propensity to simultaneously subject themselves to learning for productive outcome (Pearson & Porath, 2005). Thus researchers have debated about the number of different types of justice that are important in fairness perceptions. The first type of organizational justice that was examined in the social sciences was distributive justice, which looks

at people's perceptions of the fairness of outcomes that they received.

Distributive justice is the perception of the extent to which rewards are allocated fairly by the organization. Examples of distributive justice are salaries, recognition, bonuses, rewards, and so on. The concept of distributive justice corresponds to the perception of fairness about the amount of compensation received by employees or workers. In the repertoire of organizational justice theory, distributive justice is the first concept to emerge. Initiated the theory of distributive justice by calling this theory the equity theory, which is closely related to results or rewards. In general, the perception of distributive justice is legitimized by comparing what one person receives with that received by another party in the same or equivalent timeline and structure. Brown, (1996) states that distributive justice occurs when the more powerful partners are aware that they have some kind of obligation regarding the other partner's benefits and can be measured by identifying how the benefits and burdens are divided between the two parties. Although many social situations can be understood in terms of exchange, this framework is unable to include a concentration on justice, made a general distinction about benefits between parties, namely two-way transfer of resource values and one-way distribution of resources through recipient or allocation cycle categories.

Allocation occurs when the allocator distributes value in the form of gifts, resources, rights, obligations, etc. to the recipients of the allocated allocations that have been prepared. It doesn't matter whether the recipients are directly involved with each other. Zheng, (2010), describes employee commitment as simply employees' attitude to organization. This definition of

employee commitment is broad in the sense that employees' attitude encompasses various components. Employee commitment seems to be a crucial factor in achieving organizational success. Individuals with low levels of commitment will do only enough to work by. They do not put their hearts into the work admission of the organization. They seem to be more concerned with personal success than with the success of the organization as a whole. People who are less committed are also more likely to look at themselves as outsiders and not as long-term members of the organization. An attractive job offer elsewhere is very likely to result in their departure (Hsein 2009).

Statement of the Problem

Organizational justice has been considered as an important contributor for commitment of employees towards their organizational productivity, also if the process for reaching an outcome is perceived to be fair, in that case even an unfair outcome is acceptable, hence It is considered that a perception of organizational justice has an effect on the satisfaction of employees regarding their jobs and their commitment towards organizational, (Asim, Naveed, Kiran, Muhammad, & Faizan, 2015).

In organizational settings, justice is not always administered through fair allocation of employment resources, provision of clear and adequate explanations for decisions made and employees are not always treated with dignity and respect during the implementation of policies and procedures (Gurbuz & Mert, 2009)

However, extant studies found that irrespective of the affiliation, mission, size and extent of operations, problems of low morale and low motivation of staff were prevalent in tertiary institutions. These are all

indicators of antecedents and outcomes of commitment. They point to a possible absence of organizational justice and low employee commitment. (Gichira, 2016). No business can thrive in the twenty first century if the organization lacks professional and qualified individuals who can work cooperatively as a team in different projects to realize set objectives (Parray, 2020). Studies have also showed that the issue of low morale depends on the extent to which the organization commits to impartial treatment or fairness; the bond between employee relationship exchange; and all these vary in the way they stimulate employee commitment in the tertiary institutions (Morrison, 2015).

In the tertiary institutions, there is the challenge of ensuring that employees are well coordinated, trained and have the ability to motivate or support team members; and strive to improve work quality and their productivity (Nwali. & Adekunle. 2021). According to scholarly investigations, (Spreitzer et al., 2012; Gkorezis, Kalampouka, & Petridou, 2013; Isaac & Roger, 2016) mostly conducted outside Nigeria; organizational justice or fairness account for variability in the commitment to interpersonal relations and support across different employee age bracket. Whereas many studies (Obakpolo, 2015; Adiele & Omuakwe, 2018; Alshibani & Ferdous. 2021) in Nigeria have approach related investigation from the perspectives of lack of organizational justice; others looked at how organizational justice and the various relationships existing in the organization such as distributive, procedural and interactional justice that affect employee commitment to task and performance. None of these studies sufficiently assessed this relationship on the premise of specificity; such as entangling the dynamics confounding the relationship between distributive justice and employee

commitment. This study therefore investigates the effect of distributive justice and employee commitment focusing on selected tertiary institutions in South East, Nigeria.

Objectives of the Study

The general objective of the study is to investigate the effect of distributive justice on employee commitment of tertiary institutions in Southeast, Nigeria.

Specific objectives includes to;

1. Ascertain the relationship between distributive justice and affective commitment of tertiary institutions in South East, Nigeria.
2. Determine the relationship between distributive justice and normative commitment of tertiary institutions in South East, Nigeria.

Research Questions

1. What relationship exist between distributive justice and affective commitment of tertiary institutions in South East, Nigeria?
2. How does distributive justice affect normative commitment of tertiary institutions in South East, Nigeria?

RESEARCH HYPOTHESES

H₀₁: There is no significant relationship exists between distributive justice and affective

Commitment of tertiary institutions in South East, Nigeria.

H₀₂: There is no significant relationship between distributive justice and normative

Commitment of tertiary institutions in South East, Nigeria.

Significance of the Study

The outcome of this study is believed to benefit the following parties;

The government: This study will assist government in the enactment of policy that

reinforces fairness and equity especially on general employment condition and quality of work in the organizations.

The Tertiary Institutions: This will derive greater understanding of the age derived pattern of relationship between organizational fairness and employee commitment which will guide effective management of employee commitment in the workplace especially in the tertiary institutions.

The Society, this study will help to restore dignity of the work and human right in the society.

The Academic world, this research will support scholarly works in the field of business administration and management as reliable reference material.

Scope of the study

Unit Scope: The Unit scope of this study were limited to top management and line staffs of the study organizations.

Content Scope: The Content scope of this study includes the dependent (Employee

commitment) and the independent (distributive justice) variables to be investigated. The study sought to ascertain the relationship between distributive justice and affective commitment of tertiary institutions in South East, Nigeria, determine the relationship between distributive justice and normative commitment of tertiary institutions in South East, Nigeria.

Geographical Scope: The geographical scope of this study is the areas which the study is about to study. In this context, the geographic scope will examine the five states which the study intends to cover. The study concentrates on selected tertiary institutions in south-east zone. The tertiary institutions selected by the study are; Abia State University, Uturu in Abia State, Imo State University, Owerri in Imo State, Nnamdi Azikiwe University in Anambra State, Enugu State University in Enugu and Ebonyi state University in Ebony State.

Review of Related Literature

Operational Conceptual Framework

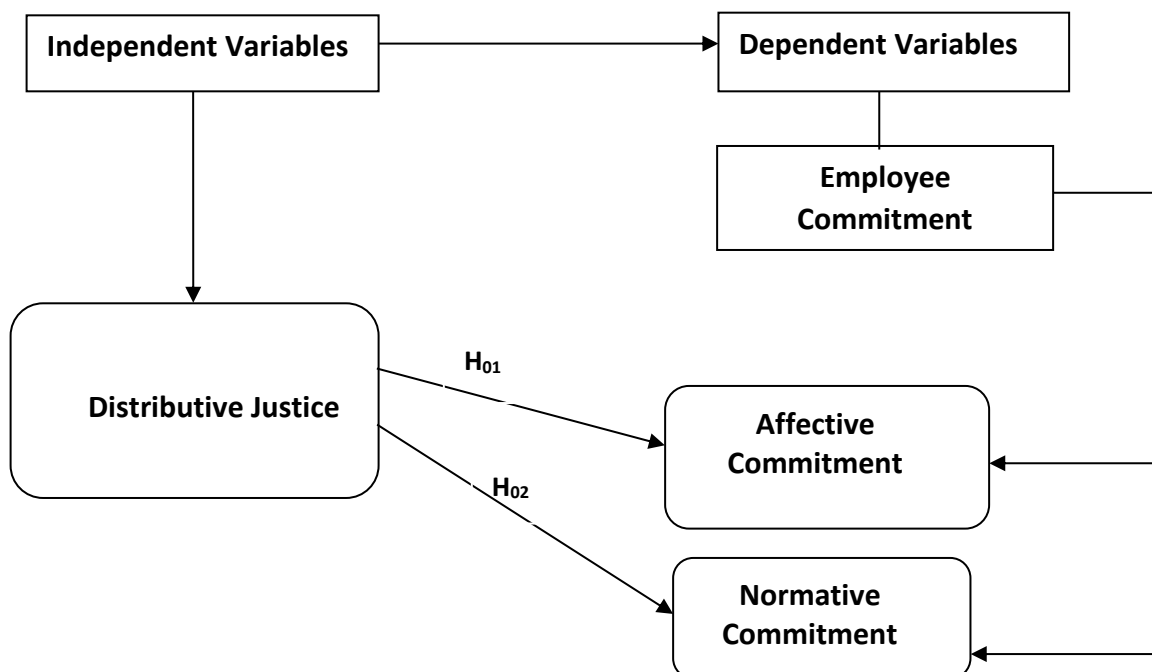


Figure 2.1: Operational Conceptual Framework**Source: From the researcher's desk, 2023**

The conceptual model in the views of (Greenberg & Baron 2008), is a diagrammatical representation that depicts the link between the dependent variable and independent factors. In this study, the conceptual model was generated from the analysis of empirical review and data from the literature review. The study's dependent variable is employees commitment, and the independent variable is distributive justice. The study looks at how distributive justice affects employees commitment. Affective and normative commitment are the two components of employees commitment. A 5-point Likert scale was used to assess all variables. The conceptual model for this investigation is depicted in Figure 2.1.

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). 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 treats 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.

Distributive justice is the perception of the extent to which rewards are allocated fairly by the organization. Examples of distributive justice are salaries, recognition, bonuses, rewards, and so on. The concept of distributive justice corresponds to the perception of fairness about the amount of compensation received by employees or workers. In the repertoire of organizational justice theory, distributive justice is the first concept to emerge. Initiated the theory of distributive justice by calling this theory the equity theory, which is closely related to results or rewards. In general, the perception of distributive justice is legitimized by comparing what one person receives with that received by another party in the same or equivalent timeline and structure. Brown, (1996) states that distributive justice occurs when the more powerful partners are aware that they have some kind of obligation regarding the other partner's benefits and can be measured by identifying how the benefits and burdens are divided between the two parties. Although many social situations can be understood in terms of exchange, this framework is unable to include a concentration on justice, made a general distinction about benefits between parties, namely two-way transfer of resource values and one-way distribution of resources through recipient or allocation cycle categories. Allocation occurs when the allocator distributes value in the form of gifts, resources, rights, obligations, etc. to the recipients of the allocated allocations that have been prepared. It doesn't matter whether the recipients are directly involved with each other

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.

According to Akintayo (2010), employee commitment can be defined as the degree to which the employees feel devoted to their organization. Ongori (2007), described employee commitment as an affective response to the whole organization and the degree of attachment or loyalty employees feel towards the organization. Zheng, (2010), describes employee commitment as simply employees' attitude to organization. This definition of employee commitment is broad in the sense that employees' attitude encompasses various components. Employee commitment seems to be a crucial factor in achieving organizational success. Individuals with low levels of commitment will do only enough to work by. They do not put their hearts into the work admission of the organization. They seem to be more concerned with personal success than with the success of the organization as a whole. People who are less committed are also more likely to look at themselves as outsiders and not as long – term members of the organization. An attractive job offer elsewhere is very likely to result in their departure (Hsein 2009). By contrast, employees with high commitment to an organization see themselves as an integral part of the organization. Anything that threatens the organization is an

imminent danger to them as well. Such employees become creatively involved in the organizations mission and values, and constantly think about ways to do their jobs better. In essence, committed employees work for the organization as if the organization belongs to them (Hurter 2008). 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 & Herscovitch, 2001).

Therefore, affective commitment is the employee's emotional attachment to, identification with and involvement in the organization. Beck and Wilson (2000) stated that employees that are committed to the organization on the affective level because they view their personal employment relationship have been congruent to the goals and values of the organization.

Affective commitment is also an attitude in which a person feels related and attached to an organization because of the similarity of values and goals. This affective commitment is in the form of positive interactions between employees and the company because of the similarity of values. Affective commitment can also be interpreted as the degree of loyalty of an employee to his organization. Affective commitment can affect the strong or weak involvement of employees with their organizations. Based on the review and synthesis, affective commitment is in line with the opinion of Meyer and Smith, (2000) that affective commitment deserves to be considered as the main essence of organizational commitment. The review shows that affective commitment has a long-lasting nature, is proven to be indispensable and is a characteristic of the main essence of organizational commitment so that it can be called the main essence of organizational commitment. Affective commitment is part of organizational commitment which refers to the emotional side attached to an employee related to his involvement in an organization.

There is a tendency that employees who have a strong affective commitment will always be loyal towards the organization where he works because the desire to survive comes from his heart. Affective Commitment can arise because of a need, and also a dependence on activities that have been carried out by the organization in the past then that cannot be abandoned because it

will be detrimental. This commitment is formed as a result where the organization can make employees have a strong belief in following all organizational values, and strive to realize organizational goals as the first priority, and employees will also maintain their membership (Kartika, 2011). There are several antecedents of affective commitment that have been identified, including personal characteristics, structural characteristics, work-related characteristics, and work experience, in which work experience has the strongest and most consistent relationship. Employees who have worked long enough in an organization that is always consistent in expectations and satisfaction of their basic needs will tend to form stronger affective bonds to the organization than employees who have less experience or have less satisfied needs. Affective commitment reflects the strength of the individual's tendency to remain working in the organization because the individual agrees with the organization and enjoys working for the organization, affective commitment is the strength of the desire of employees to continue working for an organization because they agree with the goals and values of the organization. According to Meyer et al, (2012), affective commitment is an individual who is psychologically related to the organization that employs him through feelings such as loyalty, affection, because he agrees with the goals of the organization. Affective commitment reflects the strength of an individual's tendency to remain with the organization. Affective commitment sees organizational commitment as a form of individual emotional expression towards the organization where he works. Based on this, this study will only use affective commitment, because it is the main essence of organizational commitment.

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, *et al* 2012).

This normative component is viewed as the commitment employees consider morally right to stay in the company regardless of the

satisfaction derived from the organization over time. Therefore, briefly put, commitment reflects in the forms of employee's 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 (Hassan, 2002).

Normative commitment is an individual's desire to retain organizational membership due to the belief that it is morally right to be loyal and stay (Wang, Indridasson, & Saunders, 2010). Employees with normative commitment stay in the organization due to feelings that they should to do so for moral reasons (Meyer & Herscovitch, 2001). Normative commitment could be influenced by many factors e.g. relationship, religion, etc. hence when it comes to one's commitment to the organization he/she feels a moral obligation to the organization (Folorunso, Adewale, & Abodunde, 2014). Therefore, employees with high normative commitment remain based on their opinion (Keshefi *et al.*, 2013). Normative commitment involves employees' perceived obligation to stay in and contribute towards attaining organization's objectives due to affiliation. Employee reciprocates with higher degree of NC to an organization that is committed and supportive to its workforce (Nawab & Bhatti, 2011). Normative commitment is a commitment premised on perceived responsibility towards the organization, usually entrenched in the norms of exchange (Jaros, 2007). Normative commitment is a feeling of responsibility to persist working with the organization; thus is indicated by employees who stay in an organization due to the feelings that they suppose to (Meyer, *et al*, 2012). Rafiei, Amini, and Foroozandeh (2014) argued that individuals who have a higher normative commitment felt the obligation to remain in

their organization. Normative commitment is indicated by employees who stay in an organization because they feel that they ought to (Meyer et al., 2012). Therefore, normative commitment is obligation-based and is assessed by the employee's feeling that they need to remain in the organization. (Tolentino, 2013). Manion (2004) opined that normative commitment rises from the individual's feelings of obligation to the organization; hence it determines how much an individual's values and beliefs concur with the organization's core values.

Theoretical Framework

Adams Equity Theory (Adams, 1965)

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

Empirical Review

The relationship between distributive justice and affective commitment of tertiary institutions in South East, Nigeria.

Tafamel and Ehiabhi A. (2019), research a study that assessed the role of organizational justice in the involvement of staff at Nigerian universities. The goal of the study is to examine the connection between distributive justice, digital justice and procedural justice and the involvement of non-academic workers at Nigerian universities. This study uses a sample analysis tool by applying questionnaires to non-academic staff of the University of Benin (UNIBEN), Edo State of Nigeria. The data for the study was evaluated using a regular multiple regression. The study therefore recommends that management ensure that distributive justice is exercised in the field of education in order to improve the level of involvement of employees. Tayyaba, Akram and ShenLei (2020) conducted a study that examined the effect of corporate justice on the creative working actions of workers employed in the Chinese telecommunications industry, thus evaluating the mediating function of information exchange between autonomous and dependent variables in this field. Data from 345 respondents employed in the Chinese telecommunications industry were gathered in order to check the research

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.

hypotheses. Confirmatory factor research indicated a strong model match, while the social equation approach had a substantial and beneficial impact of corporate fairness on the employee's creative job actions and information sharing. Information exchange facilitated the interaction between social equity and creative job actions of workers. The management and functional aspects of the analysis are also presented. Findings shows that corporate justice positively affect the creative working actions of workers employed in the Chinese telecommunications industry. The study recommends that corporate fairness on the employee's creative job actions and information sharing. Information exchange facilitated the interaction between social equity and creative job among workers in the industry.

A study by Gulluce, Ozer and Erkilic (2015) carried out a research that examined the relationship between organizational commitment and organizational justice perceptions of employees working in private healthcare institutions in Van province. This research study is cross sectional in design. For questionnaires distribution a sample size of 500 employees (subjects) were chosen from three healthcare institutions. Data were analyzed by using arithmetic mean, standard deviation, correlation and regression tools and techniques. The study concluded that the

most important ways to increase the commitment of employees is executives being fair to them. The study recommends that it is possible to increase their commitment through the development of their justice perceptions towards the management.

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. The hypotheses in a field study of 466 ethnic Chinese employees (213 foreign workers from the People's Republic of China and 253 local workers in Singapore with ongoing employment status). Results demonstrate lower distributive justice judgments, performance, and organizational citizenship for foreign versus local employees. Furthermore, results demonstrate that differences in distributive and procedural justice, performance, and organizational citizenship were heightened by task interdependence. 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. Kalay (2016) research analyzed the impacts of three aspects of organizational justice, namely, distributive justice, procedural justice and interactional justice, on the task performance of employees in the context of Turkey. The study was conducted based on data collected from 942 teachers working in public schools in three Turkish metropolitan cities. The hypotheses were tested using partial least squares structural equation modeling (PLS-

SEM) techniques. The findings of the study indicated that among the three aspects of organizational justice, distributive justice has a positive and significant impact on task performance. However, it was determined that the other two aspects, procedural justice and interactional justice, have no significant impact on task performance. The study recommends that organizational justice, namely, distributive justice, procedural justice and interactional justice, affect the task performance of employees in the context of Turkey

Tufail., Mahesar,, Pathan, (2017) carried out a study that explored justice-performance relationships particularly for front line managers in Pakistani Textile industry. Organizational justices such as procedural and distributive justice are examined with individual performance of employees which is measured as task and contextual performance including citizenship behaviour. A randomly selected sample of 352 front line managers from 20 textile organization through stratified sampling has been collected for the purpose of data analysis. Results show that both procedural and distributive justices have significant and positive relationships with task and contextual performance including citizenship behaviour. However, relatively stronger strengths of relationships are found between justice measures and contextual performance including citizenship behaviour in comparison to task performance of front line managers. The findings of the study visibly contribute toward conceptual as well as theoretical understanding of justice- performance relationships particularly in developing economies. The study recommends that the justice-performance have significant relationships particularly for front line managers in Pakistani Textile industry.

Evawere, Eketu and Needorn (2018) conducted a study on the relationship between organizational justice and workers' citizenship behavior in Port Harcourt. The study utilized cross-sectional survey research design. The study used copies of the questionnaire to collect the primary data needed for the study. The study found that strong correlation exists between the dimensions of organizational justice and measures of workers' citizenship behaviour. The study recommended that organizational managers should view their functions and actions as messages that affect employees' fairness perceptions. It was also recommended that employers looking for exceptional performance should treat their employees fairly for improved productivity. Gichira (2016) study investigated the influence of organizational justice perceptions on commitment of employees in health sector organizations in Kenya. The study adopted a descriptive and correlation research designs. Justice perceptions were measured using Colquitt's four-construct model comprising of distributive, procedural, interpersonal and informational justice while commitment was measured through Meyer's three component model comprising of affective, continuance and normative commitment. Inferential statistics comprising of correlation, multiple linear regression models and ANOVA analysis were applied to establish the relationship between the independent and dependent variables. The generated data were analyzed through the use of copies of the questionnaire. The findings of the study showed that distributive justice perceptions, procedural justice perceptions, interpersonal justice perceptions and informational justice perceptions had significant relationships with affective, continuance and normative commitment in health sector non-

governmental organizations in Kenya. The study findings provide support to the contention that employees evaluate their employer/employee interactions from a justice perspective and interpret the experience as just or unjust treatment.

Faruk and Yil (2016) research empirically investigated the impacts of three aspects of organizational justice, namely, distributive justice, procedural justice and interactional justice on the task performance of employees in Turkey. The study was conducted based on data collected from 942 teachers working in public schools in three Turkish metropolitan cities. The hypotheses were tested using partial least squares structural equation modeling techniques. The findings of the study indicated that among the three aspects of organizational justice, distributive justice has a positive and significant impact on task performance. However, it was determined that the other two aspects, procedural justice and interactional justice had no significant impact on employee task performance in Turkey.

Karanja (2016) research investigated the influence of organizational justice on organizational commitment of teachers in public secondary schools and bank tellers in commercial banks in Kenya. The study adopted a correlation research design. The study population included 63,933 teachers in the 47 Counties and bank tellers in commercial banks in Kenya. A random sample of 382 teachers was drawn from three purposively selected Counties. The Nairobi head office of each bank was purposively sampled for commercial banks. A sample of 140 tellers was selected using simple random sampling. Data were collected using structured questionnaire. Data analysis involved statistical computations of means, percentages, correlation and multiple regression analysis. The findings of the study

reported that teachers' organizational justice significantly and positively influenced teacher's organizational commitment. Distributive justice and interpersonal justice were found not to be significant predictors of organizational commitment while procedural and informational justice were found to be significant predictors of organizational commitment for teachers in Kenya.

Gap in Literature

Some little empirical work has been done to investigate the effect of distributive justice on employee commitment of tertiary institutions in South East. However, some of the works were done outside Nigeria and only few were able to study distributive justice on employee commitment in their respective

Methodology

Research Design

The study adopted the cross-sectional survey design. Cross-sectional survey design allows the researcher to obtain information and give a description of current phenomenon describing what exists with reference to situation. This enables one to obtain accurate profile of person, event or place (Cooper & Schindler, 2008). The reason for adopting this approach is that it enables the researcher to collect data from different tertiary institutions over short period of time while offering greater control over measurements to maximizes completeness of data and usually requires no follow ups (Mugenda, 2003).

Sources of Data

Both Primary and Secondary data was utilized in analyzing the effects of

study areas, such research include; Khan, (2010) study investigated the impact of employee commitment (Affective commitment and normative commitment) on employee job performance from a sample of private and public sector employees of oil and gas sector in Pakistan. Therefore, the study tends to fill the loop holes those other researchers left on touch by studying the effect of distributive justice on employee commitment of tertiary institutions, ascertain the relationship between distributive justice and affective commitment, determine the relationship between distributive justice and normative commitment of tertiary institutions in South East, Nigeria.

organizational justice and employee commitment. Primary data was collected via questionnaire from the firms' staff while secondary data was source from the annual reports of both institutions, journals, textbooks, and other sources.

Population of the Study

The target population for the study include the staff (Academic and Non Academic Staff) of the selected Tertiary Institutions in Nigeria. The institutions were selected from the five states of the south east, Nigeria which are; IMSU (N= 2750), ABSU (N= 2860), NAU (N=2956), ESU (N= 2945), ESUTH (N=2775). Thus, the study considered a total population of 14286 staff (academic and non-academic) working in the 5 Universities.

Table: Population Distribution Table

INSTITUTIONS	ACADEMIC	NON ACADEMIC	TOTAL
IMSU	800	1950	2750
ABSU	980	1880	2860
NAU	1350	1606	2956

ESU	1260	1685	2945
ESUTH	820	1955	2775
TOTAL	5210	9076	14286

Source; Human/Personnel Department, 2023

Sample Size Determination

The sample of the management and staff of the firm is determined by the use of Taro Yamene formula, in Alugbuo (2005) as thus:

$$n = \frac{N}{1 + N(e)^2}$$

Where: **n = Sample size**
N = Population size (14286)
e = Allowable error (0.05)
1= Constant figure

Given that the researcher has chosen 5% or 0.05 as a level of significance the sample size can be calculated thus:

$$\text{There: } n = \frac{N}{1 + N(e)^2}$$

Where:

n=sample size

N=number of items in the universe or population

e²=square of maximum allowance for sampling error or level of significance.

For the purpose of this research, the sample size is:

Substituting the value into this formula, we have

$$n = \frac{14286}{1 + 14286(0.05)^2}$$

$$n = \frac{14286}{1 + 14286 \times 0.0025}$$

$$n = \frac{14286}{36.715}$$

$$n = \frac{14286}{36.715}$$

$$n = 389$$

The sample size is therefore 389 management and staff.

Hence, the total sample size to be used in this study becomes 389 respondents.

For management and staff of the selected firms, Bowley's formula was employed. This method was adopted by the researcher because of its simplicity to avoid bias judgment. Bowley's formula was used as follows:

$$n_h = \frac{nN_h}{N}$$

where

N_h = number allotted to each stratum
 n = Sample size
 n_h = population of each stratum
 N = Population

$$\text{IMSU: } n_2 = \frac{nN_2}{N}$$

$$n_2 = \frac{2750 \times 389}{14286} \approx 75$$

$$\text{ABSU: } n_4 = \frac{nN_4}{N}$$

$$n_4 = \frac{2860 \times 389}{14286} \approx 78$$

$$\text{NAU: } n_5 = \frac{nN_5}{N}$$

$$n_5 = \frac{2956 \times 389}{14286} \approx 80$$

$$\text{ESU: } n_6 = \frac{nN_6}{N}$$

$$n_5 = \frac{2945 \times 389}{14286} \approx 80$$

$$\text{ESUTH: } n_6 = \frac{nN_6}{N}$$

$$n_5 = \frac{2775 \times 389}{14286} \approx 76$$

Table 3.2: Sample Size of the institutions in South East Region

INSTITUTIONS	POPULATION SIZE	SAMPLE SIZE
IMSU	2750	75
ABSU	2860	78
NAU	2956	80
ESU	2945	80
ESUTH	2775	76
TOTAL	14286	389

Source: Field Survey, 2023

Hence, the sample sizes to be administered to management and staff of the selected institutions are IMSU, ABSU, NAU, ESU, AND ESUTH are, 75, 78, 80, 80 and 76 = **389** respondents respectively.

Sampling Technique

Ngechu (2014) emphasizes the significance of selecting a representative sample by making a sampling frame. From the population frame, the required number of subjects, respondents, elements or institutions was selected to make a sample. The probability sampling technique specifically the stratified sampling technique used in selecting the sample. The motive behind the adoption of stratified sampling is to reduce standard error by providing some control over variance sample. After the population has been stratified, the simple random sampling technique was then used to draw from each stratum.

Description of the Research Instrument

The questionnaire is the main instrument for the study. The researcher administer the questionnaire using a drop and pick later method through the help of experienced research assistants. The instrument (questionnaire) designed in this

study comprises of two sections. The first part included the demographic and operational characteristics which are designed to determine fundamental issues including the demographic characteristics of the respondent while the second one looked at the study variables. The questionnaire for the variables was be design in four Likert scale namely Strongly Agree (SA) (4), Agree (A) (3), Disagree (D) (2), and Strongly Disagree (SD) (1).

Validity of the Research Instrument

Creswell (2014) states that there are three forms of validity, thus: content, concurrent and construct validity. Content validity involves the review of each questionnaire items to ensure that they measure what is ought to measure. To ensure content validity in this study, the researcher's supervisor alongside other senior academics/professionals in the Department of Business Administration, Micheal Okpara University and other experts was given the questionnaire for a review so that errors, if any, was identified and corrections made/effectuated before the final production and distribution to the respondents.

Reliability of the Research Instrument

Reliability in the words of Anyanwu (2016) is the ability of the measuring instrument to yield similar results when applied to the same situation at different times. In testing for the internal consistency of the research instrument, the Cronbach's Alpha technique was applied via SPSS. The alpha value ranges between 0 and 1 with reliability increasing with the increase in value. Coefficient of 0.7 is a commonly accepted rule of thumb that indicates acceptable reliability and 0.8 or higher indicated good reliability (Mugenda, 2003).

Method of Data Analysis

The study employed the use of simple regression and correlation coefficient to test the stated hypotheses. Basically, a regression and correlation coefficient is a statistical tool that is used in the quantification of the relationship between a single independent variable and a single dependent variable based on observations that have been carried out in the past. The regression and correlation coefficient between the dependent say (Y) and independent variable say (X₁) is given by:

$$r = \frac{n \sum X_1 Y - \sum X_1 \sum Y}{\sqrt{[n \sum X_1^2 - (\sum X_1)^2][n \sum Y^2 - (\sum Y)^2]}}$$

Data Presentation and Analysis

Rate and Return of Questionnaire

Table 4.1: Return of Questionnaire

INSTITUTIONS	Questionnaire Distributed	% Distributed	Questionnaire Rejected	Questionnaire Collected	% Rejected	% Collected
IMSU	75	19.3	9	66	2.3	17.0
ABSU	78	20.1	7	71	1.8	18.3
NAU	80	20.6	7	73	1.8	18.8
ESU	80	20.6	6	74	1.5	19.0
ESUTH	76	19.5	5	71	1.3	18.2
TOTAL	389	100	34	355	8.7	91.3

Model Specification

The regression model employed:

$$EC = f(DJ_1)$$

Where:

EC = Employee commitment

DJ_{1&2} = Distributive Justice

$$Y = f(X_1, X_2, X_3)$$

$$Y = b_0 + b_1X_1 + b_2X_2 + b_3X_3$$

$$EC = f(DJ_2)$$

Regression Model 1, thus

$$AC = f(DJ_1) \dots \dots \dots (1)$$

Where: AC = Affective Commitment

Regression Model 2, thus

$$NC = f(DJ_2) \dots \dots \dots (2)$$

Where NC = Normative Commitment

Decision Rule

The decision rule is the parameter that determines whether to accept or reject a hypothesis based on the results of the standard error estimate. To validate (accept) or reject (nullify) any hypothesis formulated for this study, the tests of significance of the relationships between the variables shall be carried out using the correlation value (r). The correlation value (r) lies between -1 and +1.

Source: Field Survey, 2023

Data Presentation

Table 4.6: Ascertain the relationship between distributive justice and affective commitment of tertiary institutions in South East, Nigeria

RESPONSES	SA	A	UND	D	SD	ΣfX	ΣfX^2	$\bar{X}$	SD
Your work schedule in the office is fair.	219	102	-	32	2	1569	7237	4.42	0.924
Your level of payment is fair.	211	111	2	23	8	1559	7169	4.39	0.955
The work load is considered to be quite fair.	209	133	1	10	2	1602	7404	4.51	0.702
Overall the rewards you receive in your organization is quite fair.	198	146	-	9	2	1594	7324	4.49	0.686
Your job responsibilities are not tasking enough.	167	178	2	4	4	1565	7061	4.41	0.676

Source; Field Survey, 2023

The table above showed the Table 4.6: ascertain the relationship between distributive justice and affective commitment of tertiary institutions in South East, Nigeria. The decision rule mean score of $\bar{x}$ 3.00 was used to take decision on all the five (5) points Likert scale. The response with the highest mean scores of 4.51, 4.49, 4.42, 4.41 and 4.39

indicated strongly agreed respectively as: The work load is considered to be quite fair, Overall the rewards you receive in your organization is quite fair, your work schedule in the office is fair, Your job responsibilities are not tasking enough and Your level of payment is fair.

Table 4.7: Determine the relationship between distributive justice and normative commitment of tertiary institutions in South East, Nigeria.

RESPONSES	SA	A	UND	D	SD	ΣfX	ΣfX^2	$\bar{X}$	SD
Despite having other commitments, employees finish their job first.	223	103	3	21	5	1583	7339	4.46	0.890
Employees knows the meaning of the rules and policies of the company and accepts them	198	132	-	19	6	1562	7144	4.40	0.875
Employees continue to work in the company as a way of demonstrating their loyalty.	212	136	-	5	2	1616	7498	4.55	0.633
Most employee tries to accomplish their work in accordance with the rules and policies of the company	199	152	1	2	1	1611	7425	4.54	0.568

Employee meets punctuality in the schedules and days of work established by the company.	189	158	-	6	2	1591	7279	4.48	0.648
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Source; Field Survey, 2023

The table above showed the Table 4.7: determine the relationship between distributive justice and normative commitment of tertiary institutions in South East, Nigeria. The decision rule mean score of $\bar{x}$ 3.00 was used to take decision on all the five (5) points Likert scale. The response with the highest mean scores of 4.55, 4.54, 4.48, 4.46 and 4.40 indicated strongly agreed respectively as: Employees continue to work in the company as a way of demonstrating their loyalty, Most employee tries to accomplish their work in accordance with the

rules and policies of the company, Employee meets punctuality in the schedules and days of work established by the company, Despite having other commitments, employees finish their job first and Employees knows the meaning of the rules and policies of the company and accepts them.

TESTING OF HYPOTHESES

H₀₁: There is no significant relationship exists between distributive justice and affective Commitment of tertiary institutions in South East, Nigeria

Table 4.12: ANOVA Summary for Simple Linear Regression of Distributive Justice and Affective Commitment

Model	Df	Sum of Squares	Mean Squares	F-value	p-value
Regression	1	2671.376	2671.376		
Residual	353	1322.612	3.747	712.980	0.000
Total	354	3993.989			

Source: Extracted from SPSS Output (See Appendix III)

The result in Table 4.12 shows that the mean squares of 2671.376 for regression and 3.747 for residuals, F-calculation value of 712.980 and a p-value of 0.000 which is less than 0.05. This indicates statistically significant result. Therefore, the null hypothesis which stated that there is no significant relationship exists between distributive justice and affective commitment of tertiary institutions in South

East, Nigeria is rejected. Hence, the study concludes that there is a very high significant relationship between distributive justice and affective commitment of tertiary institutions in South East, Nigeria.

H₀₂: There is no significant relationship between distributive justice and normative Commitment of tertiary institutions in South East, Nigeria

Table 4.13: ANOVA Summary for Simple Linear Regression of Distributive Justice and Normative Commitment

Model	Df	Sum of Squares	Mean Squares	F-value	p-value
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Regression	1	3185.996	3185.996		
Residual	353	1800.736	5.101	624.554	0.000
Total	354	4986.732			

Source: Extracted from SPSS Output (See Appendix IV)

The result in Table 4.13 shows that the mean squares of 3185.996 for regression and 5.101 for residuals, F-calculation value of 624.554 and a p-value of 0.000 which is less than 0.05. This indicates statistically significant result. Therefore, the null hypothesis which stated that there is no significant relationship between distributive justice and normative Commitment of tertiary institutions in South East, Nigeria is rejected. Hence, the study concludes that there is a high significant relationship between distributive justice and normative Commitment of tertiary institutions in South East, Nigeria.

Discussion of Findings

From the analysis, the following findings were made;

Distributive justice and Affective Commitment

Hypothesis one seeks to establish whether relationship exists between distributive justice and affective commitment of tertiary institutions in South East, Nigeria. Findings in Table 4.12 revealed that the null hypothesis which stated that there is no significant relationship exists between distributive justice and affective commitment of tertiary institutions in South East, Nigeria is rejected. Hence, the study concludes that there is a significant relationship between distributive justice and affective commitment of tertiary institutions in South East, Nigeria. These findings are in agreement with the report of (Tafamel & Ehiabhi Andrew 2019) explore the role of organizational justice in the involvement of staff at Nigerian universities. Tayyaba ,Akram and ShenLei

(2020) conducted a study to examine the effect of corporate justice on the creative working actions of workers employed in the Chinese telecommunications industry. The finding is also in consonance with a study by (Gulluce, Ozer & Erkilic, 2015) that examine the relationship between organizational commitment and organizational justice perceptions of employees working in private healthcare institutions in Van.

Distributive justice and normative commitment

The result in Table 4.13 shows that the second hypothesis indicated statistically significant result as the mean squares of 3185.996 for regression and 5.101 for residuals, F-calculation value of 624.554 and a p-value of 0.000 which is less than 0.05. Therefore, the null hypothesis which stated that there is no significant relationship between distributive justice and normative commitment of tertiary institutions in South East, Nigeria is rejected. Hence, the study concludes that there is a high significant relationship between distributive justice and normative Commitment of tertiary institutions in South East, Nigeria.

This finding is in agreement with the work of (Gim & Mat Desa 2014) that carried a study on the impact of distributive and procedural justice on turnover intention via affective commitment. Specifically, it is predicted that when the distributive and procedural justice relating to compensation are perceived to be fair, employees are more affectively committed to the organization and expressed lower turnover intention.

Summary of Findings, Conclusion and Recommendations

Summary of Findings

Employing the correlation and simple linear regression analysis, and using the data collected for this study for the research questions and the test of hypotheses, the following findings were deduced from the study;

- i. There is a positive significant relationship between distributive justice and affective commitment of tertiary institutions in South East, Nigeria. $p\text{-value} = 0.000 < 0.05\%$ significance level. This implies that distributive justice has positive relationship on affective commitment of tertiary institutions in South East, Nigeria
- ii. There is a positive significant relationship between distributive justice and normative commitment of tertiary institutions in South East, Nigeria. $p\text{-value} = 0.000 < 0.05\%$ significance level. This implies that distributive justice has positive relationship on normative commitment of tertiary institutions in South East, Nigeria.

Conclusion

The concept of justice used in this study consists of distributive justice. 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. In this study employee commitment is measured based on affective commitment and normative commitment.

However, affective commitment is the employee's emotional attachment to, identification with and involvement in the organization while normative commitment is the commitment that people believe they have to the organization or their feeling of obligation to their workplace. This study has examined the relationship that exist between distributive justice and employee commitment and has come to the conclusion that there is a very high significant relationship between distributive justice, and affective commitment, distributive justice and normative commitment among universities in south east Nigeria.

Recommendations

From the empirical findings, the following recommendations are proffered to institutions in the south east Nigeria:

- i. The management of selected institutions should continuously improve the workload, level of pay as well as the reward system is such that would bring about affective commitment of their employees in these institutions
- ii. Employees should be made to understand that the growth of the organizations depend on their level of loyalty. This shows that employees should be sensitized on the need to be normative to the affairs of the organization.

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