

**ANALYSING THE PREDICTIVE EFFECTS OF GENDER,
PROCEDURAL JUSTICE AND DISTRIBUTIVE JUSTICE ON
ORGANIZATIONAL COMMITMENT AMONG FIRE
SERVICE PERSONNEL IN ANAMBRA STATE**

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ABSTRACT: The study investigated the predictive effects of gender, procedural justice and distributive justice on organizational commitment of fire service workers in Anambra State. A total of 119 participants comprising 74 males and 45 females with ages ranging from 29 to 51 years (Mean = 39.50, standard deviation = 4.20) were selected from six fire service stations in Anambra State through convenience sampling technique. The study was guided by three hypotheses. Data collection relied on Two instruments: the Organizational Justice Scale (OJC) developed by Niehoff and Moorman (1993) and the Organizational Commitment Questionnaire developed by Buchanan (1974). The research design employed was cross-sectional survey design and data analysis was conducted using hierarchical multiple regression. The finding of the study confirmed that gender, procedural justice and distributive justice separately predicted organizational commitment among fire service personnel in Anambra State. The study recommends that the government and managers should prioritize fairness in treatment and rewards, while efforts from government bodies and company owners should aim to enhance organizational commitment. Additionally, gender should not influence employment decisions; adopting a merit-based approach promotes inclusivity and equality.

Keywords: Procedural Justice, Distributive Justice, Organizational Commitment, Fire Service Personnel, Anambra State

INTRODUCTION

The success and continued growth of any work organization depend heavily on employees' work behaviour, especially in terms of their level of commitment to work because a committed employee is the key to the success of every organization. When employees are not committed to their jobs, the organization tends to suffer a huge loss which could be detrimental to the goals and continued growth of the organization, (Offor, 2006). Civil servants are a critical workforce of government both at the federal and state levels. Civil servants in the state primarily anchor the day-to-day operations of the state government and by so doing aid the government in running a seamless operation in discharging its duties for the welfare of the people. There have

been agitations since the passage of the new minimum wage that state governments are yet to abide by the new law. This is believed to have affected the morale of civil servants as many of them have expected the new pay to impact their lives. However, the roles of certain civil servants seem to be more critical than others such as the role of Anambra State Fire Service Agency. Her role is so cogent that any negligence on their part could be disastrous.

In many instances like the recent fire outbreak on 11th of February, 2019 at Anambra junction in Awka, the fire outbreak at a petrol station in DMGS roundabout junction in Onitsha on July 28, 2018 and another in Awada on 30th June, 2019 where lives and properties worth millions of naira were lost. More painful was the inability of the fire service men and women to provide contingency to control and reduce the impact of these fire disasters. This backdrop has spurred the interest of the researchers into searching for answers to explain what could be the possible factors which cause these disasters to be entirely out of manageable range. Perhaps, Government has not provided materials and resources adequate enough or it could be poor organizational coordination or perhaps, workers are not committed to their duties. The latter is the interest of the researcher in an attempt to proffer or provide reasons why men and women of the fire service in Anambra state have not been able to effectively manage fire disasters in Anambra state.

Organizational commitment is a critical factor in contemporary and competitive management practices. (Akanwa, 2004). It is also one of the most important work variables which influences organizational success. Given its importance, there is a feeling that the current underperformance of workers of the Anambra state fire service have been caused by low commitment even when resources have been provided. The extent to which this is suggested lies on contentions (Olugbile, 1996) who believed that Nigerian workers are not fully committed to their organization. This situation (low commitment), in the views of Joe-Akunne and Ezeh, (2019) leads to under performance of the employee, hence it could be a factor which affects the state fire service personnel and the reason why the researcher is interested in identifying the factors which might be proximal or contributory to low commitment among fire service personnel in Anambra State. Such factors include but not limited to gender, procedural justice and distributive justice.

Organizational commitment is the individual's psychological attachment to the organization. It is a strong belief in an organization's goals and values, a willingness to exert considerable efforts on behalf of an organization and a strong desire to remain a member of that organization (Luthans, 1995). In other words, this commitment is an attitude about employee's loyalty to their organization and is an ongoing process through which organizational participants express their concern for their organization and its continued success and well-being. To Luthans, the organizational commitment attitude is determined by a number of personal (age, tenure in organization, and dispositions such as negative or positive affectivity, or internal or external control attributions) and organizational (the job design and leadership style of one's supervisor) variables as well as non-organizational factors such as the availability of alternatives, after making the initial choice to join an organization will affect subsequent commitment.

Parker and Wright (2002) stated that there is a strong link between organizational commitment and compensation. More precisely, it is the quality of the compensation that counts. They opined that an organization that enhances the compensation conditions and practices will likely see an improvement in employee commitment. Allen and Meyer (1996) also defined organizational commitment as the psychological link between the employee and his or her organization that makes it less likely that the employee will voluntarily leave the organization. Allen and Meyer's three component model of commitment suggest that there are three "mind-sets" used to characterize an employee's commitment to the organization namely –Affective, Continuance and Normative commitment. In the light of this, the present study looked at organizational factors like gender, procedural justice and distributive justice as it influences organizational commitment of fire service personnel in Anambra state.

Another variable of interest in this study is gender. Gender has been defined as a social state of being male or female. In Nigeria, due to scarcity of work, bureaucracy, nepotism and corruption, certain gender is recruited into the service despite the fact that the job requires a lot of physical strength. It could be possible that a certain gender contributes to the underperformance of the fire service men and women thereby affecting their organizational commitment. Several researches have been carried out to find out if differences exist between men and women in organizational commitment. For instance, Lorence, (1987) found that women are more committed in their work than men after controlling difference in work autonomy. In contrast, a study of 381 employees from a large corporation in Korea revealed that men are more committed to their organization than women (Chor & Mor Barak, 2008). Other research has come up with contradictory evidence. Some studies have reported that gender was one of the most important predictors of organizational commitment while other studies such as Wolfgang (2017) on the contrary have reported no significant difference between genders in organizational commitment. However, Farooq and Zia [20] found that men are more committed to their respective organizations than their female colleagues.

Organizational justice is another variable considered in this study to predict organizational commitment. It is one of the key issues which have been seen to influence organizational commitment of employees and also of immense interest to researchers, managers and scientists in the area of organizational behaviour (OB), human resource management and industrial psychology for years now. It has been a focal point and denotes how people perceive fairness and justice in their organizations. Organizational justice has also been seen as an important variable that plays a major role in improving the performance of employees in an organization because several studies have shown that if employees are not treated fairly, it results in reduced output from the employee as a natural response to the unfair treatment. Hence, Organizational justice was defined as 'the study of fairness in the treatment of employees within an organizational setting'. Greenberg, (1999). Again, Murtaza, Ishad and Shahzad (2011) defined it as 'the employee's perception regarding the fair and equal treatment in the organization. For example, the employees may perceive that their boss treat them justly and without discrimination. Recent studies carried out by Fuchs and Edward (2012) suggested that perception of Greenberg, (1990) asserted that the concept of organizational justice has been a target of a great deal of research and it has important implications for organizations and their employees. The study of organizational justice has been a focal point for researchers, human

resource managers, scientists and managers and denotes how people perceive fairness and justice in the organization. Cooper and Robertson (1997) opined that taking into account the importance and significant of organizational justice, practitioners and researchers have considered organizational justice as a centre of importance in their research studies.

Several definitions have been used by renowned authors in the quest to explain the concept of organizational justice. Murtaza (2011) defined organizational justice as the employee's perception regarding the fair and equal treatment in the organization. For instance, the employees may perceive that their bosses treat them fairly and without any discrimination, this will improve their organizational commitment. Coloquit, (2004) asserted that justice is regarded as a multi-dimensional and complex phenomenon owing to this fact; perception of justice has considerable behavioural and attitudinal results. For instance, loyalty towards organizations, organizational citizenship behaviour, confidence and performance, researchers have shown greater interest in organizational justice in recent years. Cropanzano, Bowen and Gilliland, (2007) insisted that organizational justice owns the potential to be beneficial for organization and workforce at large. As a result, these benefits allow for greater trust and commitment of employees towards organization.

Justice is categorized into three namely – Distributive justice, Procedural justice and interactional justice. For the purpose of this study, the researchers focused on only two dimensions of justice which are Procedural Justice and Distributive Justice. Procedural justice dimension was pioneered by Thibaut and Walker in the mid-1970s. Procedural justice refers to the extent to which people perceive the fairness of procedures that is applied to reach at outcome decisions. Procedural justice is basically the perception of the ways in which decisions are made in the organization. Tepper and Taylor (2003) saw procedural justice as the fairness of the means through which managers and their representatives in an organization make decisions related to allocation of resources. Procedural justice throws light on the methods and procedures which the organization uses to evaluate performance of employees and makes sure the fairness in their management of employees have no dissimilarity irrespective of gender and race and in this way, they demonstrate socially acceptable behaviour. Procedural justice is nothing other than incorporating and executing decisions according to a procedure that is perceived to be fair. For employees, it is easier to accept all outcomes that they do not even like as long as the procedure that is put into practice are based on justice.

Distributive justice on the other hand was pioneered by Adam Stacy in the 1960s. Distributive justice is the perception of people in fair allocation of reward and resources among them, their co-workers and their subordinate. The rule of distributive justice according to Homans (1961) elaborates how social exchange relationship creates expectation among parties: that the reward of each and every employee shall be based on the cost he or she bears and that the net return they received should be in proportion to their investments. This simply implies that the reward of each employee shall be based on his own input and not based on the contribution or input of another employee. Homans (1961) explains that if an employee with higher input and another with low input receives equal slice of benefit in the same organization, it would be injustice and may lead to less commitment from the employees. Furthermore, Fuchs and Edwards (2012) asserted that employees believe that justice in procedures and distribution of resources and

rewards among them is a direct indication that their organization gives them respect and appreciates their efforts. Justice in the Anambra fire service has to do with government allocation of resources to the agency whether it is adequate or not. How the workers are treated in issues that concern them and whether their hazard allowances are paid. All these factors affect organizational commitment negatively or positively.

Statement of the Problem

In recent years, Anambra State, like most other parts of Nigeria, has witnessed a concerning surge in fire outbreaks that have resulted in significant loss of life and property. Despite the presence of multiple fire service stations within close proximity to these incidents, there have been alarming delays and inadequacies in response from fire service personnel. For instance, notable incidents such as the petrol tanker disaster along Toronto Hospital Road in Onitsha and the fire at the Independent National Electoral Commission (INEC) office in Awka emphasise the urgency of addressing deficiencies in the fire service's operational effectiveness.

Simultaneously, scholarly discourse, as exemplified by Olugbile (1996) and Alarape and Akinlabi (2000), has engaged in a dialectic on the nature of organizational commitment among Nigerian workers. While some argue that employees seek additional income due to perceived organizational neglect, others contend that it is the lack of reciprocal commitment from employers that erodes employees' dedication. This unresolved debate underscores a crucial dimension of the relationship between workers and organizations, with implications for organizational effectiveness and employee well-being.

However, amidst these challenges, there remains a conspicuous gap in empirical research, particularly concerning the organizational commitment of fire service personnel in Anambra State. This gap not only impedes our understanding of the factors shaping commitment within this crucial sector but also limits the development of informed strategies for enhancing organizational effectiveness and employee engagement.

Therefore, this research aims to address this void by investigating the multidimensional factors influencing the organizational commitment of fire service personnel in Anambra State. By clarifying the roles of gender, procedural justice, and distributive justice in shaping commitment levels, this study endeavours to shed light on critical dynamics that may have been unnoticed by stakeholders such as academia, government, and employers. Ultimately, this research seeks to inform evidence-based interventions aimed at bolstering organizational commitment, thereby enhancing the resilience and efficacy of the Anambra Fire Service sector while contributing to the advancement of psychological research in other organizational contexts.

Purpose of the Study

The general purpose of this study was to investigate if gender, distributive justice, and procedural justice will predict the organizational commitment of fire service personnel in Anambra state.

Therefore, the specific objectives of the study were:

1. To ascertain if gender will predict organizational commitment.
2. To determine if distributive justice will predict organizational commitment.
3. To determine if procedural justice will predict organizational commitment.

EMPIRICAL REVIEW

Gender and Organizational Commitment

The predictive effect of gender is a crucial topic that has garnered attention in organizational research. Understanding these dynamics can offer valuable insights into how gender influences organizational commitment levels within this specific context.

Gender plays a significant role in shaping organizational commitment, as evidenced by several studies. Farooq and Zia (2013) found that male members in institutions of higher learning exhibited higher commitment levels compared to their female counterparts. This trend was further supported by Aydin, Sarier, and Uysal (2011), who conducted a meta-analysis spanning from 2005 to 2009, showing a consistent bias favouring males in terms of organizational commitment. Similarly, Mark, Abiola, and Peter (2017) observed higher commitment levels among males across 26 countries, indicating a global pattern.

However, research by Nazilah, Fauziah, and Nadia (2018) highlighted a significant difference in organizational commitment among college student volunteers, with males exhibiting lower commitment levels compared to females. This finding suggests that the relationship between gender and organizational commitment may vary across different demographic groups and contexts.

Moreover, Ajayi (2017) discovered that gender significantly influences organizational commitment among civil servants in South West Nigeria, with females displaying higher commitment levels. This finding contrasts with the work of Wolfgang (2017) found no statistically significant difference in organizational commitment between males and females in India's sourcing industry, challenging the notion of a universal gender effect on commitment. Hullin and Smith (1964) suggested that gender, when paired with factors like pay and promotional opportunities, can influence organizational commitment. Similarly, Zeinabadi and Salehi (2011) found that procedural justice affects teachers' organizational citizenship behaviour through influencing trust, job satisfaction, and organizational commitment.

Beyond gender, Varca (1983) suggested that organizational rewards, such as pay and promotion, may influence commitment levels differently for men and women. Herzberg et al. (1959) also argued that women's attitudes toward their jobs and organizational commitment may be influenced by factors distinct from those affecting men, such as multiple roles outside the workplace.

Therefore, understanding the complex interplay between gender is essential for comprehending organizational commitment among fire service personnel in Anambra State. While gender may influence commitment levels, its effects can vary depending on the context and demographic characteristics of the participants.

Procedural Justice and Organizational Justice

Examining the connection between procedural justice, organizational commitment, and job satisfaction, Sani (2013) explored how these factors influence employee performance and organizational citizenship behaviours in a Syariah bank in Malang. Their study, involving 70 employees across 15 branches, revealed that both procedural justice and organizational commitment positively impacted organizational citizenship behaviour, while organizational commitment positively influenced job performance. However, job satisfaction did not have a direct positive effect on organizational citizenship behaviour or job performance. Additionally, organizational citizenship behaviour partially mediated the relationship between procedural justice, organizational commitment, and job performance.

Further studies have probed into the influence of procedural justice on organizational commitment. Lambert et al. (2007) discovered that both distributive and procedural justice negatively affected organizational commitment in a study on correctional job stress. Conversely, Lemons and Jones (2001) found a positive relationship between procedural justice and organizational commitment in promotion decisions. Additionally, Moorman et al. (1993) provided evidence supporting a positive relationship between procedural justice and organizational commitment. It is important to note that these studies highlight the importance of procedural justice on organizational commitment, and other factors in influencing employee performance and commitment to the organization.

Zeinabadi and Salehi (2011) investigated the role of procedural justice, trust, job satisfaction and organisational commitment in organisational citizenship behaviour among teachers. The present study models generated from their models were examined by structural equation modelling. The sample was 652 teachers and 131 principals. Data were collected through 5 questionnaires. The most important finding of this study is the positive fit indexes of a modified model. According to this model, procedural justice has two lines to promote teacher OCB. First through influencing teacher trust and the second line is to influence teacher OCB through job satisfaction and organizational commitment. Since most empirical evidence on the social exchange predictors of OCB is limited to non-educational organizations, this study extends this line of inquiry in public schools". Furthermore, Organizational commitment is a fundamental factor in workers' performance, as well as overall organizational performance, has gained the attention of many management scholars. On the other side, organizational justice keeps the vitality and social systems survival, and leads to creating coherence and integrity in them, Jalil and Delkash (2013) investigated the relationship between organizational commitment and procedural justice by emphasizing on the procedural justice. The population include

Divandareh banks and financial institutions workers, of which 67 of 80 people of the statistical population based on Cochran formula were selected as sample. Findings show that there is a significant relation between procedural justice and each facet of commitment –affection, continuance commitment and normative commitment

Distributive Justice and Organisational Commitment

Investigations into the relationship between distributive justice and organizational commitment have yielded insightful findings that shed light on the dynamics of workplace satisfaction and loyalty. Mustofa (2022) studied the intricacies of this relationship by examining whether social capital acts as a moderator, influencing the impact of organizational fairness on individual satisfaction and commitment. Social capital, in this context, refers to the network of relationships and social connections within an organization. Mustofa's study suggests that the presence of strong social capital can enhance the positive effects of distributive justice on individual satisfaction and organizational commitment. By considering the moderating role of social capital, organizations can better understand how fairness perceptions interact with social dynamics to influence employee attitudes and behaviours.

In a similar vein, Raza, Qadir, and Rana (2013) conducted an empirical analysis within the public sector of Pakistan to explore how distributive justice affects organizational commitment. Their study revealed that when employees perceive fairness in the distribution of resources and rewards, such as pay and promotions, they are more likely to demonstrate higher levels of commitment to the organization. This finding underscores the importance of fair and transparent procedures in fostering a sense of trust and reciprocity between employees and their employing organizations.

Further research by Tafamel and Ankrawah (2019) focused on the Nigerian university context, investigating the relationship between distributive justice and employee commitment among non-academic staff. Their study found a significant positive association between distributive justice and employee commitment, indicating that perceptions of fairness in resource allocation positively influence organizational loyalty and dedication among employees.

Similarly, Asim et al. (2016) explored the effects of organizational justice, including distributive justice, on organizational commitment within higher education institutions in Pakistan. Their findings corroborated the positive impact of distributive justice on employee commitment, highlighting the importance of equitable treatment in fostering organizational loyalty and engagement.

Moreover, Chang's (2002) study among Korean employees provided further evidence of the significant role of distributive justice in shaping organizational commitment. By analysing data from Korean workers, Chang demonstrated that perceptions of fairness in resource allocation positively influence employees' emotional attachment and dedication to their organizations.

Collectively, these studies offer detailed insights into the multifaceted relationship between distributive justice and organizational commitment. They emphasise the critical importance of fair organizational practices in fostering employee commitment, thereby enhancing organizational effectiveness and productivity.

Gichira, Were and Orwa (2016) examined the relationship between perception of distributive justice and organisational commitment of employees in health sector Non- Governmental Organization in Kenya. The study adopted descriptive and correlation research design. The study population was 17 Nairobi based health sector NGOs registered with HENNET while the target population was 497 employees with supervisory responsibilities. The sampling frame for this study comprised of 85 health sector non-governmental organizations based within Nairobi County and its environs. The register of Health Sector NGOs maintained by Health NGOs Network Secretariat (HENNET) was used to randomly generate the study sample. The study adopted stratified sampling technique due to homogeneity of the population. Based on the nature of the study population, proportionate stratified sampling was used to establish the number of respondents from each of the 17 HENNET member NGOs headquartered in Nairobi. The study sought to measure employee perceptions using a five-point multiple choice ordinal Likert rating scale measurement. Primary data was collected using self-administered questionnaires. The raw data collected using questionnaires were edited and coded for analysis using IBM Statistical Package for Social Science (SPSS) version 20.0. The study's Likert-type data was described and analysed using descriptive and inferential statistics comprising of correlation and linear regression. Findings on quantitative data were presented using statistical techniques such as tables, pie charts and bar graphs. Qualitative data was presented descriptively.

In another study carried by Rehmatia (2022) which investigated the effect of distributive justice and organizational commitment on employee performance with job satisfaction as a mediation variable in the DPRD City of Balikpapan. The purpose of this study was to determine the effect of distributive justice and organizational commitment on employee performance with job satisfaction as an Intervention Variable in the DPRD City of Balikpapan. The sample in this study included all employees of the Civil Affairs secretariat of the Balikpapan City DPRD, totalling 54 people. The results show that distributive justice has a positive and significant effect on satisfaction, organizational commitment has a positive and significant effect on satisfaction, distributive justice has a negative and insignificant effect on employee performance, organizational commitment has a positive and significant effect on employee performance, satisfaction has a positive and significant effect on employees Balikpapan City DPRD employee performance.

Hypotheses

1. Gender will significantly predict organizational commitment of fire service personnel in Anambra State.
2. Procedural justice will significantly predict organizational commitment of fire service personnel in Anambra State.
3. Distributive justice will significantly predict organizational commitment of fire service personnel in Anambra State.

METHODS

Participants

One hundred and nineteen (119) personnel from six (6) fire service stations were selected. They were selected through convenience sampling technique which implies that only workers who were available and willing to participate in the study were selected. These participants were drawn from six (6) fire service stations. The participant's ages ranged from 29 to 51 years with a mean age of 39.50 and standard deviation of 4.20. They comprised of 74 males and 45 females. Their minimum academic qualification was senior secondary school certificate examination (SSCE) while their highest academic qualification was master's degree.

Instruments

The study utilized two selected research instruments tailored for data collection. These instruments had undergone revalidation within the Nigerian context to ensure their appropriateness, validity, and reliability for our local research environment. Specifically, the tools employed were the Organizational Justice Scale (OJS) developed by Niehoff and Moorman (1993) and the Organizational Commitment Questionnaire crafted by Buchanan (1974).

The Organizational Justice Scale was developed by Niehoff and Moorman (1993). It comprises 23 items aimed at assessing the dimensions of fairness and equity within an organizational setting. This scale measures procedural and distributive aspects of organizational justice. Utilizing a five-point Likert format, responses range from 1, indicating "strongly disagree," to 5, signifying "strongly agree," which gauges the degree to which participants perceive each item as applicable to their circumstances. Examples of items within the scale include statements such as "my work schedule is fair" and "job decisions are made by my management in an unbiased manner." In Nigeria, the scale was revalidated by Ogunkuade and Ojiji (2018), yielding a Cronbach's Alpha coefficient of 0.93, indicative of its high reliability.

Organizational Commitment Inventory (OC)

The organizational commitment inventory is a 23-item inventory developed by Buchanan (1974) and validated in Nigeria by Mogaji (1997) to measure the extent to which a worker is affectively attached to the achievements of the goals and values of an organization. The

inventory assesses three components of commitment which are identification, job involvement and loyalty. It is measured on a seven (7) scale point ranging from 1= strongly disagree to 7= strongly agree. Samples in the organizational commitment inventory include “this organization has a fine tradition of public service”, “I feel a sense of pride in working for this organization”, “the major satisfaction in my life comes from my job”.

Procedure

The researchers sampled personnel from six selected fire service stations in Anambra state. Before embarking on the fieldwork, the researchers sought and got approval to gain access to the administrative management of each the fire service stations visited. In each of the fire stations visited, the researchers explained the nature of the study to the management of the fire stations and were asked to come on a Friday which is usually a day of their weekly meetings where every staff will be in attendance irrespective of their shift. This gave the researchers the opportunity to explain the nature of the research to them assuring them of the confidentiality of their responses. It is important to mention the questionnaires were given to only personnel met at the fire stations. After the test administration, copies of filled questionnaires from the 6 fire out stations used were collated, out of 133 copies distributed, 130 were returned, 11 were not properly filled and thus, 119 questionnaires were used for data analysis (representing 89.4% of the questionnaires distributed).

Design and Statistic

The research employed a cross-sectional survey design due to its suitability in gathering data from a diverse population segment, involving various genders, ages, and backgrounds. To ascertain the relationship between predictive variables such as gender, procedural justice, and distributive justice, and the criterion variable of organizational commitment, hierarchical regression analysis was employed. This statistical approach was selected for its robustness in determining the extent to which the aforementioned predictors explain variations in organizational commitment levels.

RESULTS

TABLE 1: Hierarchical regression analysis showing contribution of the predictor variables on commitment

| Predictor Variables | R | R² | df | F | t | β | p |
|----------------------------|----------|----------------------|-----------|----------|----------|----------|----------|
| Gender | .10 | .096 | 1, 117 | 13.59 | 3.69 | .32 | .00 |
| Procedural Justice | .60 | .579 | 4, 113 | 33.41 | 2.12 | .13 | .02 |
| Distributive Justice | .60 | .579 | 4, 113 | 2.31 | 2.31 | .14 | .02 |

The results from the hierarchical regression in Table 1 above indicated that the first hypothesis which stated that gender will significantly predict organizational commitment among fire service personnel in Anambra State was confirmed ($t = 3.69$, $\beta = .32$, $p < .05$). This implies that

female fire service personnel are more committed than the male fire service personnel because the beta coefficient is positive as males were coded as 0 and females as 1.

In the same vein, the second hypothesis which stated that procedural justice will significantly predict organizational commitment was also confirmed ($t = 2.12$, $\beta = .13$, $p < .05$). Similarly, the third hypothesis which stated that distributive justice will significantly predict organizational commitment was also confirmed ($t = 2.31$, $\beta = .14$, $p < .05$). Based on these results, we can conclude that procedural justice and distributive justice are significant positive predictors of organizational commitment among fire service personnel in Anambra State.

DISCUSSION

The study investigated gender, procedural and distributive justice on organizational commitment among fire service personnel in Anambra State. Employing the robust statistical Package for the Social Sciences (SPSS), the analysis of the three hypotheses for the study provided valuable insights into the relationships among these variables.

The first hypothesis investigated the impact of gender on organizational commitment, yielded intriguing revelations. The findings confirmed that gender serves as a significant predictor of organizational commitment among fire service personnel in Anambra State, with females demonstrating a propensity for higher levels of commitment compared to their male counterparts. This observation not only emphasises the complex interplay between gender dynamics and organizational commitment but also resonates with established theoretical frameworks. Drawing from seminal works by Nazilah, Fauziah and Nadia (2018), the study contextualized gender within a broader spectrum of organizational factors, including remuneration structures, job status, and avenues for career advancement. Moreover, Varca's (1983) seminal study into gender differentials in organizational commitment, particularly in relation to tangible rewards such as pay and promotions, provided valuable theoretical underpinnings for interpreting the study's findings.

The exploration of the second hypothesis, which analysed the relationship between procedural justice and organizational commitment, unearthed compelling associations. Notably, the analysis revealed a significant positive correlation between procedural justice and organizational commitment among fire service personnel. This finding not only corroborates prior research by Lemons and Jones (2001) and Moorman et al. (2001) but also underscores the important role of procedural fairness in engendering employee allegiance. However, the study's findings diverged from those reported by Lambert et al. (2007), who documented a negative impact of procedural justice on organizational commitment. Such disparities underscore the disparities in the nature of organizational justice dynamics and highlight the need for context-specific analyses to elucidate their varying implications.

The third hypothesis which investigated the influence of distributive justice on organizational commitment, yielded notable insights corroborated by a rich tapestry of prior research. The study's findings affirmed a significant predictive relationship between distributive justice and organizational commitment among fire service personnel, aligning with previous studies by

Tafamel and Ankrawah (2019), Asim et al. (2016), and Chang (2002). These findings exposed the profound impact of equitable resource allocation and fair treatment on fostering organizational allegiance. Notably, the study's analysis identified a complex interplay of perceptions regarding resource distribution, hazard allowances, and other benefits, shedding light on the intricate mechanisms shaping organizational commitment within the fire service domain.

Summarily, the study's exploration of gender dynamics, procedural justice, and distributive justice offers valuable insights into the determinants of organizational commitment among fire service personnel in Anambra State. By unravelling the complex interplay of these variables, the study not only advances theoretical understanding but also furnishes practical implications for organizational policies and practices aimed at fostering employee allegiance and enhancing organizational effectiveness.

Implications of the Study

Theoretically, this study aided in broadening the knowledge of researchers, government officials, and organizational management about the concepts of gender, organizational justice (procedural and distributive), and organizational commitment, as well as their effects on both individuals and organizations. It illuminated how these factors contribute to productivity, performance, and commitment within the organizational context. Additionally, the study provided empirical evidence to serve as a foundation for future research endeavours.

Practically, this study has helped to expand the understanding of researchers and organizational management regarding organizational commitment, thereby advancing the frontiers of psychological research. It has also contributed to enhancing the efficiency of workers by highlighting the key variables affecting commitment. Recognizing that a committed workforce is essential for organizational effectiveness, the findings exposed the importance of management continually motivating their staff, potentially through increased salaries, to ensure sustained efficiency and productivity.

Conclusion

The study investigated gender, procedural and distributive justice as predictors of organizational commitment among fire service personnel in Anambra State. It was found that gender significantly predicted the organizational commitment of fire service personnel and with female fire service personnel being more committed than male fire service personnel in Anambra State. It was also found that both Procedural and Distributive justice predicted organizational commitment among fire service personnel in Anambra State. This finding goes to show that motivation of employees is very relevant if commitment to work is expected. However, there is a need to further investigate this study as some studies reviewed in the literature contradicted the findings of this research. Again, employers in work organizations are encouraged to consider the recommendations offered in this study with the view of adopting them to equip their organization for maximum effectiveness. Finally, researchers should

consider the suggestions for further research as outlined in this study by the researcher while embarking on new studies.

Recommendations

Based on the findings, the following recommendations are suggested;

1. Government and managers should prioritize fairness in treatment and rewards to maintain high levels of organizational commitment. Consistency in how employees are treated, rewarded, and involved in organizational processes is essential for effectiveness.
2. Efforts should be made by government bodies and company owners to enhance organizational commitment among employees. Since commitment is crucial for encouraging specialization and optimizing performance within the organization, investing in commitment initiatives that foster a sense of belonging and dedication can contribute significantly to this goal.
3. Gender should not be a determining factor in employment decisions. Research shows that females are equally capable of demonstrating commitment as their male counterparts. By adopting a merit-based approach, organizations can ensure they tap into the full potential of their workforce and promote inclusivity and equality.

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