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Perceived Organizational Justice and Perceived Job Risk as Predictors of Organizational Commitment among Police Personnel in Ibadan Metropolis

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Abstract

Organizational commitment among workers has been identified as a prerequisite for efficient and effective performance in both business and non-business organizations. Several studies have been carried out to find out predictors of organizational commitment in formal organizations with few studies done in police organizations. This study, therefore, investigated perceived organizational justice and perceived job risk as predictors of organizational commitment among police personnel in Ibadan metropolis. Cross-sectional survey design was adopted while purposive sampling technique was used to select four police area commands in Ibadan. Data were collected using validated questionnaires from 367 police personnel and analyzed using zero-order correlation statistics, t-test of independent samples and multiple regressions analysis. Three hypotheses were generated and tested at a $p < 0.05$ level of significance. The result showed that perceived organizational justice and perceived job risk jointly predicted organizational commitment among police personnel ($R^2 = .17$, $F(2, 365) = 38.09$, $p < 0.05$). Also, the result revealed that organizational justice ($\beta = .40$, $p < 0.05$) and perceived job risk ($\beta = .12$, $p < 0.05$) independently predicted organizational commitment among study participants. The study concluded that organizational justice and perceived job risk are strong predictors of organizational commitment among study participants. It is, therefore, recommended that the government should encourage fairness in the management of police personnel to achieve more organizational commitment and efficiency in the discharge of their statutory duties.

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Introduction

Organizational commitment is a multidimensional psychological state that defines an employee's relationship with the organization that has an implication on their decision to remain or leave the organization (Aidan, 2020). Organizational commitment consists of affective, continuance and normative commitment (Nizarwan & Fatwa, 2020). Affective commitment refers to employees' identification with, involvement in and emotional attachment to the organization. Continuance commitment refers to employees' awareness of the costs associated with leaving the organization (Nizarwan & Fatwa, 2020). Finally, normative commitment is employees' commitment to the organization based on a sense of obligation to the organization (Nizarwan & Fatwa, 2020). In order to demonstrate strong organizational commitment, studies have shown that employees must engaged in positive work behaviour such as low levels of absenteeism, tardiness and turnover which results in organizational effectiveness (Aidan, 2020; Piotrowski et al., 2021; Soochang & Wooyeol, 2019).

Some factors have been investigated as predictors of organizational commitment using different populations and samples with varying results. One such factor considered in this study as a likely predictor of organizational commitment among police personnel is perceived organizational justice (POJ) which has been defined as a subjective feeling that an organization cares about employees involvement in work and well-being (Zeng et al., 2020). POJ addresses perceptions about the extent to which individuals' organizations value the contributions of the employees and promotes their welfare. POJ is decomposed into four dimensions of distributive, procedural, interactive and informative justice (Correia & Almeida, 2020). Distributive justice refers to the belief that resources that are allocated to people are "deserved" or not, depending on their contributions (Correia & Almeida, 2020). Procedural justice refers to the fairness of the means by which payments are made or decided upon (Correia & Almeida, 2020). Interactive justice refers to the respect and corrects way in which authorities communicate detailed procedures and justify their decisions using honest and truthful information channels (Correia & Almeida, 2020). Finally, informational justice concerns the amount, authenticity and clarity of information regarding outcome distributions and the procedures used to determine outcomes (Bidarian & Jafari, 2012). Studies have found that individuals who scored high on perceived organizational justice scale tend to report higher on organizational commitment than those who scored low on perceived organizational justice (Unaam & Benjamin, 2021; Sinan & Mehmet, 2021; Piotrowski et al., 2021; Soochang & Wooyeol, 2019).

Beside organizational justice, the second factor considered in this study as a likely predictor of organizational commitment among police personnel is perceived job risk which is described as a psychological condition of an individual who feels threatened or worried about the continuity of the work in the future due to the changing environmental conditions (Qureshi et al., 2019). Earlier definition by Nopiando (2012) conceives perceived job risk as the emergence of fear or anxiety in relation to subjective perceptions related to the possibility of job hazard. Explaining further on the construct, Burchell et al. (2002) has earlier defined perceived job risk as a subjective feeling towards the risk of getting harmed or getting exposed to danger. In other words, it is an individual's initial response to risk which is not based on complete risk assessment. Stated differently, it is a subjective and intuitive feeling towards the risk of getting harmed or getting exposed to danger (Bidarian & Jafari, 2012). Studies have confirmed that employees who scored high on perceived job risk tend to score low in organizational commitment (Shan et al., 2022; Jiahui et al., 2022; Muah et al., 2021).

The statutory duties of police personnel are to protect lives and property, to maintain public safety and order. It is also to ensure compliance with the law and prosecute criminals as well as provide protection and assistance in crisis situations, both for people and property (Letkiewicz & Majer, 2016). Even though Nigeria Police is established by Act of Parliament and to obey the last order, lack of organizational commitment among police personnel has a direct effect on their efficiency. Because of lack of organizational commitment, there is a high prevalence of negative job attitudes such as bribery and corruption, lateness to work, dereliction of duties, eye-service, sabotage, and divided attention at the expense of their statutory official duties (Tellang, 2023).

Although extant studies have reported on police personnel organizational commitment, only few studies have specifically examined perceived organizational justice and perceived job risk thereby leaving gaps in knowledge to fill. Therefore, the main objective of this study was to investigate perceived organizational justice and perceived job risk as predictors of organizational commitment among police personnel in Oyo State commands. However, the specific objectives of this study were (1) to examine the relationship among perceived organizational justice, perceived job risk and organizational commitment among police personnel in Ibadan metropolis; (2) to determine whether dimensions of organizational justice distributive justice, procedural justice, informational justice, and interactive justice would independently predict organizational commitment among police personnel in Ibadan metropolis; and (3) to establish whether perceived organizational justice and perceived job risk would jointly and independently predict organizational commitment among police personnel in Ibadan metropolis.

This study would provide empirical data on the influence of organizational justice and perceived job risk on organizational commitment among police personnel in Ibadan metropolis. The findings of this study would serve as a means to organize training , seminars and conferences for security officers, people in charge of police personnel welfare and other stakeholders on how to motivate and enhance their operational efficiency. Finally, the results of this study would provide fresh insights on areas to conduct further studies on factors affecting police personnel operational efficiency in Ibadan metropolis and beyond.

Theoretical constructs

Two theoretical constructs were used to anchor this study namely Goal Setting Theory and Equity Theory.

Goal Setting Theory of Motivation

The Goal Setting theory was proposed by Locke and Latham in 1968 and has been refined over the years (Locke & Latham, 2019). According to the theory, human behaviour is guided by two cognitive constructs: aims (goals and intentions) and values. The theory defines aims as something that an individual wants to achieve consciously. Locke and Latham (2019) posited that every person experiences judgments about his own core values emotionally. In order to experience positive emotions and avoid negative ones, individuals tend to do things that are consistent with their own core values (Lunenburg, 2011). In contrast, goals (intentions) influence behaviour by guiding conscious or unconscious attention and action. Hence, challenging but important goals may motivate people to mobilize higher amounts of energy and to increase persistent effort. In addition, goals may motivate people to develop strategies and accomplishing these goals may lead to satisfaction and higher motivation, or frustration and lower motivation (Lunenburg 2011).

When this theory is applied to this study, it holds that organizational commitment helps to explain how organizational goals determine employees' commitment to their jobs and organizations. Also, what makes an employee to be more committed to his/her organization is when the organizational goal is specific; the direction of the job goal is straight. Finally, when the organizational goal is seen as been relevant to the employee qualification and training and that the goals are outside their skills, that the job goals are not too difficult nor too simple, that the employee is involved in the process of setting the organizational goals and when the employee gets feedbacks from their employers. All attributes are likely to lead to organizational commitment among employees. However, these would lead to perceived organizational justice and in time to come, organizational commitment.

Equity Theory

This is the second theory used in this study. The theory was developed by Adams (1963) and has undergone several revisions (Davlembayeva & Alamanos, 2023) and it has been used to explain how individuals tend to compare and contrast between the input and output of the job in which they are engaged in. This means that they compare the workload they shouldered and the number of hours they work with the salary, benefits, bonus and other things they received from the organization. When the ratio between the input and the output are not equal, individuals tend to be dissatisfied and give way towards job dissatisfaction. In principle individuals tend to compare among the following mates whom they feel are of some category. On the other hand, they experience job satisfaction when the ratio between the input and the output are equal and if given an avenue for the workers or the individual to raise the level of input for better output or maintain the consistency of the job, they would readily complied.

When applied to this study, it means that the balance between the service individuals provided and the benefit they gain in return. Individuals would feel satisfied or feel the sense of fairness in treatment when their contributions to the organization is equal to or above their own personal contribution efforts in the organization. It mainly deals with comparing and contrasting the burden and benefits of the workers.

Review of Related Studies

Studies have been carried out on the perceived organizational justice and job commitment using different samples and across different populations. For example, Unaam and Benjamin (2021) has examined the relationship between organizational justice and organizational commitment among 14,886 Senior Police officers from the rank of Assistant Superintendent of Police (ASP) and above, and the other ranks made up of Inspectors and Non-Commissioned Officers (NCOs) working in the 27 Police Divisions distributed in four (4) Local Government Areas of Rivers State, Nigeria. The results revealed a significant relationship between organizational justice and organizational commitment among study participants. Also, Sinan and Mehmet (2021) examined the relationship between organizational justice, perceived organizational support among 132 academicians in the Erzincan Binali Yıldırım University, located in the Eastern Anatolia Region of Turkey. The result showed that organizational justice and perceived organizational support were higher among the academicians.

In another study, Piotrowski et al. (2021) investigated the influence of organizational support and organizational justice on work commitment among 170 police officers. The study hypothesized that organizational support and organizational justice would positively predict work commitment. The result indicated that supervisor support and supervisor justice had a positive effect on police officers' work

engagement, whereby organizational support coupled with organizational justice accounted for 26% of the variability of work commitment. Furthermore, Soochang and Wooyeol (2019) examined effects of organizational justice and perceived organizational support on effectiveness of crime control among 285 police officers working in Daegu metropolitan city and some cities of Gyeongsangbuk-do province. The result showed organizational justice to significantly influence effective crime control among study participants.

In another study, Bidgli (2015) examined the different dimensions of organizational justice on organizational commitment and staff job satisfaction among 263 personnel of the Medical Science School of Neyshabur. The result showed a significant relationship between organizational justice and organizational commitment. In their own study, Kamal et al.(2015) examined the relationship between perceived organizational justice and organizational commitment among 114 female teachers in Iran. The results indicated a positive and significant relationship between all components of organizational justice and organizational commitment. Further analysis showed the components of organizational justice: procedural justice, interactional justice, and distributive justice to independently predicted organizational commitment.

Further study by Gulluce et al. (2015) on the relationship between organizational commitment and perceived organizational justice among employees in private healthcare institutions in Van province found that distributive justice has a significant correlation with health workers' commitment to their organization. This means to increase the commitment of employees, the employees must see the management as being fair to them in terms of procedural, interactional, distributive and informative justice. In Nigeria, Akanbi and Ofoegbu (2013) has earlier examined the role of organizational justice on organizational commitment in a food and beverage industry. The result showed a significant relationship between distributive justice and organizational commitment. Based on the findings from this study, it was recommended that organizations should embrace justice in all their practices with the officers' to bring about committed officers'.

Hakan et al. (2012) explored officers' perception of fairness and organizational justice on pay practices as important antecedents of pay satisfaction, job satisfaction, commitment and turnover intention. The result showed that interactional justice is a stronger predictor of turnover intention as well as job satisfaction than procedural and distributive justice. The results further revealed that distributive justice is a stronger determinant of pay satisfaction as well as organizational commitment than interactional justice.

Perceived job risk and organizational commitment

Also, studies have been conducted on employees' perceived job risk and organizational commitments using different samples and populations. For example, Shan et al. (2022) explored the relationship between occupational health risk perception and job satisfaction among 237 production line workers and managers. The result indicated that perceived occupational health risks significantly negatively affected job satisfaction and organizational commitment among study participants.

In the same vein, Jiahui et al. (2022) explored how psychological safety influenced affective commitment through the mediating roles of job satisfaction and job burnout among 267 workers in a local second-grade comprehensive hospital. The result revealed that perceived safety at work increases organizational commitment among study participants. Also, Muah et al. (2021) examined job safety,

safety practices, safety programs, and employee commitment among miners in Ghana. The result demonstrated that safety at the workplace boosts officers' commitment in achieving organizational goals.

Furthermore, Dwiyanti and Abdilla, (2018) examined the effect of job insecurity on organizational commitment among 82 permanent and temporary staff employees from Anggrek and Cempaka units in PT Royal Korindah. Purbalingga. The results indicated the effect of job insecurity toward organizational commitment among study participants. Finally, Moshoeu and Geldenhuys, (2015) explored the relationship between job insecurity, organizational commitment and work engagement among 260 staff in an open distance learning institution. The results revealed a positive relationship between job insecurity and organizational commitment, and between job insecurity and work engagement.

Hypotheses

H1: There would be a significant relationship among perceived organizational justice, perceived job risk and organizational commitment among police personnel in Ibadan metropolis.

H2: Organizational justice dimensions of distributive justice, procedural justice, informational justice, and interactive justice would independently predict organizational commitment among police personnel in Ibadan metropolis.

H3: Perceived organizational justice and perceived job risk would jointly and independently predict organizational commitment among police personnel in Ibadan metropolis

Method

Design

This study was a cross-sectional survey research which examined the influence of perception of organizational justice and perceived job risk on organizational commitment among police personnel. The independent variables were perceived of organizational justice and perceived job risk while the dependent variable was organizational commitment.

Setting

The study was carried out in Ibadan, Oyo State, Nigeria using four Police Area Commands (PACs) in Ibadan metropolis namely Agodi, Moniya, Iyaganku and Apata Area commands.

Sample and Sampling Technique

Simple random sampling technique was used to select four out of 10 Police Area Commands in Ibadan, Oyo State, Nigeria. Afterward, a convenience sampling technique was used to select participants for questionnaire distribution. Based on the estimated population of 8,644 police officers in the State Command, Slovin's formula: $n = \frac{N}{1 + Ne^2}$ was used to calculate the sample size for the study. The calculation where n = number of samples, N = total population and e = error margin (0.5), give the sample size of $n = 400$.

Participants

Descriptive analysis of the demographic data showed that 223 (61%) of the participants were males while 144(39%) were females. with their ages ranging between 20 and 59 years. In terms of marital status, 107(29%) were singles (29%), 249 (68%) were married, 7(2%) were widows while 4(1%) were separated. In terms of educational qualifications, 80(22%) holds secondary school certificates, 53 (14.4%) had Nigerian Certificate of Education, 78 (21%) had Ordinary National Diplomas, 66 (18%)

had Higher National Diploma, 71 (19%) had Bachelor degree, 16 (4%) had Master degree, while 3 (1%) had other unspecified education qualifications. The data also revealed that 274 (75%) of the participants were Christians, 88 (24%) were Muslims, while 5 (1%) did not state their religious affiliations. Finally, in terms of the participants' ranks, 212 (58%) were non-commissioned officers while 115 (42%) were commissioned officers.

Instruments

Three instruments were used for data collection

Organizational Commitment

This was measured using the Organizational Commitment Questionnaire developed by Mowday et al. (1979). It consists of 15 items that include three dimensions namely: Affective Commitment (AC), Continuance Commitment (CC) and Normative Commitment (NC). The sample items: 'I really care about the fate of this organisation' (item of AC), 'I feel very little loyalty to this organisation' (item of CC) and 'Deciding to work for this organization was a mistake of my part' (item of NC). Three items from CC, two items from NC and one item from AC are presented in a reverse manner. The original scale has Cronbach's alpha of 0.90 while in this study, Cronbach's alpha reported was 0.76.

Organizational Justice

This was assessed using the Organizational Justice Scale developed by Colquitt (2001). The scale consists of 20 items presented on a 5-point Likert-format that ranges from 'to a very small extent' to 'to a very large extent' to measure the construct. Sample items includes: The original scale Cronbach's alpha for procedural subscale was 0.91, for this study, Cronbach's alpha was 0.75; Cronbach's alpha for interpersonal subscale was 0.92 for this study, the interpersonal justice Cronbach's alpha was 0.85, for informative justice, the Cronbach's alpha was 0.90, for the current study, the Cronbach's alpha was 0.85. Finally, for the distributive justice subscale, the Cronbach's alpha was 0.93, and for the current study, the Cronbach's alpha was 0.85.

Perceived Job Risk

This was measured using the Perceived Job Risk scale developed by Yi Ting Chua (2012). The scale is occupation-specific risks. It consists of 12 items measured on a 4-point Likert's format that ranges from 'Never' to 'Often'. Sample items include: The original scale has Cronbach's alpha of 0.87 while in the present study, the Cronbach's alpha calculated was 0.82.

Ethical Clearance

Permission to carry out the study was sought from the relevant authorities before the study was executed. The participants were informed of the objectives of the study. They were told that participation in the study was voluntary and that they can discontinue filling the questionnaires whenever they feel uncomfortable. Based on the questionnaires, there was no identifying code which would have linked any participant to the responses given.

Procedure

A Letter of Introduction was collected from the Department of Psychology, University of Ibadan, Nigeria in which a questionnaire was attached and sent to the Police Authority, Oyo State Command for permission to conduct the study. After oral permission was granted, the researchers visited each of the four selected Police Area Commands where the researchers introduced themselves to the potential

participants for their consents. They were told that all responses from them would be kept confidential and that participation was voluntary. Completion of the questionnaires took less than 17 minutes on the average. A total of 400 questionnaires were distributed across the four Police Area Commands selected of which 378 questionnaires were retrieved (i.e., 94% response rate). However, 11 questionnaires were incompletely filled and were removed left with 367 used for the final analysis.

Statistical analysis

SPSS version 23 was used to analyse the data collected. Both descriptive and inferential statistics were used to analyse the data.. Hypotheses 1 was zero-order correlation statistics while hypotheses 2 and 3 were tested using multiple regressions analysis. All the hypotheses were accepted at a $p < 0.05$ level of significance.

Results

H1: There would be a significant relationship among perceived organizational justice, perceived job risk and organizational commitment among police personnel in Ibadan metropolis. The hypothesis was tested using zero-order correlation statistics and the result is presented in Tables 1a &b

Table 1a

Zero-order Correlation of the Study Variables showing Relationships among Perceived Organizational Justice, Perceived Job Risk and Organizational Commitment of Police Personnel

SN	Variables	1	2	3	M	SD
1	Perceived Organizational Justice	-	.03	.40*	64.29	16.59
2	Perceived Job Risk		-	-.13*	26.87	7.19
3	Organizational Commitment			-	50.77	9.25

*. Correlation is significant at the 0.05 level (2-tailed).

Table 1a presents the result of the zero-order correlation of the study variables. The result showed that police's perception of organizational justice had a significant positive relationship with organizational commitment $r(367) = .40, p < .05$, and this implies that as perception of organizational justice increases, organizational commitment increases. On the other hand, there was an inverse correlation of perceived job risk with organizational commitment $r(367) = -.13, p < .05$. This implies that as perceived job risk increases, organizational commitment among study participants decreases.

Table 1b

Zero-order Correlation showing Relationships among Distributive, Procedural, Interactive and Informative Justice, Perceived Job Risk and Organizational Commitment among Police Personnel

SN	Variables	1	2	3	4	5	6	\bar{M}	SD
1	Distributive justice	-	.51**	.57**	.51**	-.00	.32**	22.10	5.83
2	Procedural justice		-	.70**	.68**	.04	.34**	12.89	4.02
3	Interactive justice			-	.79**	.04	.30**	12.82	4.41
4	Informative justice				-	.04	.40**	16.48	5.25
5	Perceived job risk					-	.13*	26.87	7.20
6	EOC						-	50.77	9.25

EOC = Employee Organizational Commitment, Dependent variable: Organizational commitment. *. Correlation is significant at the 0.05 level (2-tailed).

Table 1b indicates zero-order correlation among variables of study. The result indicated that participants' perceived procedural justice $r(367) = .32, p < .05$, distributive justice $r(367) = .34, p < .05$, interpersonal justice $r(367) = .30, p < .05$, and informative justice $r(367) = .40, p < .05$ showed positive and significant relationship with organizational commitment among police personnel. This means that as the perception of organizational justice (procedural, distributive interpersonal and informative) increases, organizational commitment among study participants increases. Also, there was a positive correlation of perceived job risk and organizational commitment $r(367) = .13, p < .05$. This indicates that as perceived job risk increases, organizational commitment increases among sampled police personnel.

H2: Dimensions of organizational justice: distributive, procedural, interactive, informative justice and perceived job risk would jointly and independently predict organizational commitment among police personnel. The hypothesis was tested using multiple regression and the result is presented in Table 2.

Table 2

Multiple Regression Analysis Showing dimensions of Organizational Justice and Perceived Job Risk as Predictors of Organizational Commitment among Police Personnel

Predictors	β	t	P	R	R^2	F	p
Procedural justice	.14	2.32	<.05	.44	.20	17.48	<.05
Distributive justice	.13	1.90	>.05				
Interactive justice	.14	-1.66	>.05				
Informative justice	.18	4.05	<.05				
Risk of the job	.12	-2.56	<.05				

Dependent Variable: Officers' Organizational Commitment

Table 2 presents the result of multiple regression analysis of organizational justice components as predictors of organizational commitment. The results indicated that procedural justice ($\beta = .14, t = 2.32, p < .05$) and informative justice ($\beta = .18, t = 4.05, p < .05$) independently predicted organizational commitment among police officers while distributive justice ($\beta = .13, t = 1.90, p > .05$), and interpersonal justice ($\beta = .14, t = -1.66, p > .05$) did not independently predict organizational commitment among police officers. Also, perceived job risk independently predicted organizational commitment ($\beta = .12, t = -2.56, p < .05$). Furthermore, organizational justice (procedural, distributive, interpersonal and informative justice) and perceived job risk jointly predicted organizational commitment ($R^2 = .20, F(5, 365) = 17.48, p < .05$). This implies that organizational justice (distributive, procedural, interactive and informative justice) and perceived job risk contributed 20% variance observed in organizational commitment. Therefore, the hypothesis was supported.

H3: Perceived organizational justice and perceived job risk would jointly and independently predict organizational commitment among police personnel in Oyo State Command. This was tested using multiple regression analysis and the result is presented in Table 3.

Table 3

Multiple Regression Analysis Showing Joint and Independent Predictors of Organizational Commitment among Police Personnel

Predictors	β	T	p	R	R^2	F	p
Perceived Organizational Justice	.40	8.27	<.05				
				.42	.17	38.09	<.05
Perceived Job Risk	.12	2.54	<.05				

Dependent Variable: Organizational Commitment

Table 3 shows multiple regression analysis showing joint and independent predictors of organizational commitment. The result indicated that organizational justice and perceived job risk jointly predicted organizational commitment among study participants ($R^2 = .17, F(2, 365) = 38.09, p < .05$). This means that perception of organizational justice and perceived job risk contributed 17% variance observed in organizational commitment. Also, the results revealed that organizational justice ($\beta = .40, t = 8.27, p < .05$) and perceived job risk ($\beta = .12, t = 2.54, p < .05$) independently predicted organizational commitment among police personnel in Ibadan metropolis. Therefore, the hypothesis was confirmed.

Discussion

The study investigated perceived organizational justice and perceived job risk as predictors of organizational commitment among police personnel in Ibadan, Oyo State. Three hypotheses were generated and tested at a $p < 0.05$ level of significance. The hypothesis that there would be a significant relationship among perceived organizational justice, perceived job risk and organizational commitment among police personnel in Ibadan metropolis was supported. Further results show a significant relationship among the components of organizational justice: procedural, informative distributive, interpersonal justice and organizational commitment. The finding of Deressa et al. (2022) supported the present study that a positive and significant correlation exists between all the dimensions of

organizational justice and employees' organizational commitment. That is, the dimensions of organizational justice have significant, strong and positive relationships among procedural justice, distributive justice, interactional justice and organizational commitment. This means that when police officers have a high perception of organizational justice (procedural justice, distributive justice and interactional justice) the level of organizational commitment would be high. Also, this result further supported Jung et al. (2020) finding that risk-taking behaviour positively influences commitment to organizational change.

The hypothesis that the dimensions of organizational justice: distributive, procedural, interactive, informative justice and perceived job risk would jointly and independently predict organizational commitment among police personnel was supported. The police personnel commitment increases when they perceive fair treatment from the management and low perceived job risk. This study lent credence to Adewoyin (2022) finding that organizational justice independently predicted organizational commitment among librarians in public universities in Nigeria.

Finally, the hypothesis that perceived organizational justice and perceived job risk would jointly and independently predict organizational commitment among police personnel in Oyo State Area Commands was confirmed. This means that when organizational justice and perceived job risk interact, it leads to a higher level of organizational commitment. The finding by Piotrowski et al. (2021) supported this study that organizational justice independently predicts organizational commitment among their study participants. Also, this study found that perceived job risk had independently predicted organizational commitment which implies that as perceived job risk increases, organizational commitment increases. This result supported previous findings by Ferda and Hanifi (2020) which found that police personnel encountering severe attacks to their lives do not change their attitudes, intentions and behaviours. However, this result contradicted Shan et al.'s (2022) finding that police personnel with greater awareness of occupational risks have lower organizational commitment. In other words, police personnel with low organizational commitment have lower recognition and participation in the organization, so they get less return from the organization which would lead to dissatisfaction with their work.

Conclusion

The result of this study has revealed that organizational justice influenced organizational commitment. Among the dimensions of organizational justice, procedural and informative justice had more influence on police personnel commitment than distributive and interpersonal justice. Also, the result indicated that organizational justice independently predicted organisational commitment among study participants. Furthermore, perceived job risk independently predicted organizational commitment, meaning as job risk increases, police personnel commitment decreases.

Implication of the Findings

There are some implications of these findings. One, is the issues of organizational justice that include distributive justice which goes with the fair pay and promotion, procedural justice which deals with fairness processes in allocating resources to officers', interpersonal justice which deals with the degree to which authority figures treat subordinates in respectful manner, and informational justice which is the amount of authenticity and clarity of information regarding outcome distributions and the procedures used to determine outcomes. Therefore, security personnel who are treated fairly on dimensions of organizational justice are more likely to be committed to the organization than those who are unfairly treated.

Recommendations of the Study

The following recommendations were proffered based on the findings of this study. First, the Police Service Commission should look into the aspect of promotion in the interest of fairness and ensure that due process is used in promoting police personnel. Second, the Police Authority (Government) should make a policy to cater for police personnel who sustain injuries in line of duty. This policy should cover all health challenges under the National Health Insurance Scheme (NHIS) for the Nigeria Police Personnel. The idea that some health issues are not covered by NHIS should be abolished to boost the morale of police officers who are committed to their work. And thirdly, because of the information needs of the police personnel, it is recommended that all Police Commands should have a functional gadget to receive electronic information directly from the Force Headquarters Abuja rather than taking high risk of travelling to Abuja to assess such mails and in some cases they may be delayed, and eventually may not be beneficial to the officers.

Limitations of the Study

Some limitations of this study need to be mentioned. First, participants were 367 and were drawn from four out of 10 Police Area Commands in Ibadan metropolis which hinders the generalization of the study. Further studies should increase the number of Area Commands and sample size. Two, self-reported questionnaires were used for data collection which would not have prevented response bias. Further studies should include focus group discussion and the use of personal diary to validate data collected from self-reported questionnaires. Finally, self-esteem, learned helplessness and social support should be added to investigate organizational commitment in further studies.

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