



## IMPACT OF FACETS OF ORGANIZATIONAL JUSTICE ON EXTENSION WORKERS JOB SATISFACTION AND ORGANIZATIONAL COMMITMENT IN ZONE C OF NIGER STATE ADP

A. K. Ango<sup>1</sup>, O. J. Ladebo<sup>2</sup> and J. O. Sheriff<sup>1</sup>

<sup>1</sup>Department of Agricultural Extension and Rural Development, Usmanu Danfodiyo University, Sokoto, Nigeria

<sup>2</sup>Department of Agricultural Extension and Rural Development, Federal University of Agriculture, Abeokuta, Nigeria

### ABSTRACT

The study on the impact of facets of organizational justice on Village Extension Workers (VEWs) job satisfaction and organizational commitment was carried out in Zone C of Niger State Agricultural Development Project (NSADP). Simple random sampling technique was employed to select 100 VEWs from the zone. Descriptive and inferential statistics were used to analyze the data obtained. The reliability coefficients of the study variables ranged between 0.73 - 0.91. Findings from the study revealed that majority of the sampled VEWs were male, married and with a mean age of 28.5 years. The highest educational level attained by them was Higher National Diploma (HND) and served the organization for 11-20 years ( $\bar{x} = 3.76$ ). The Sampled VEWs expressed moderate job satisfaction, organizational commitment, interactional justice and distributive justice but with low perception on procedural justice. Correlation analysis results reveal a positive relationship between the VEWs perceived procedural justice, interactional justice and distributive justice with their job satisfaction ( $r = 0.000$ ;  $r = 0.710$ ;  $r = 0.414$ ) and organizational commitment ( $r = 0.000$ ;  $r = 0.000$ ;  $r = 0.169$ ). Regression analysis result indicated a significant relationship between the VEWs perceived procedural, interactional and distributive justice and organizational commitment ( $\beta = 0.549$ ; 0.178 and 0.023, respectively), but only perceived interactional justice was positively related to job satisfaction ( $\beta = 0.190$ ). NSADP followed due process in executing its policies and resources were provided to the VEWs based on their efforts toward achieving the organization goals. The VEWs need to be provided with more incentives that will make them happy and highly committed to the organization.

**Keywords:** Village extension workers; Job satisfaction; Organizational commitment; Facets of organizational justice

### INTRODUCTION

Agricultural extension as a service providing machinery to the farmers operates under the ministries of agriculture in Nigeria. It's a body that interacts with farmers through

which it disseminates and educates farmers on new science– based agricultural findings. Agricultural development projects (ADPs) which happened to be one of the boards that operate under the ministries of agriculture housed the extension workers. Extension workers who are personnel under the ADPs need to be provided with all opportunities that make them happy and become committed to the organization. Such encouragements does not relied on motivating factors alone but also respect, considerations and right procedures in governance, supervision and distribution of outcomes. These considerations apart from motivational are called organizational justice (procedural, interactional and distributive justice).

Organizational justice which was first postulated by Greenberg (1987) refers to an employee perception of their organizations behaviour, decisions, and actions and how they influence the employees' attitude and behaviours at work (HRZone, 2015). Usmani and Jamal (2013) refers organizational justice as the extent to which employees' perceived outcomes (distributive justice), procedural and interaction justice to be fair. According to Greenberg (2001), organizational justice is "people's implementations of equality in organizational situation", and it was found to pay more attention on two main issues: responses of employees to the results they get and the means of obtaining these outcomes. Organizational justice is also concerned with the fair treatment received by the employees by their employers (Randeree, 2008) and a fair treatment to the employees make the employee to be happier and remain committed to the organization. Kim (2009) found that employees who perceived that they were treated fairly by their organization tend to develop and maintain communal relationships with the organization. Also, when employees felt that they are treated fairly by their organization, they are likely to hold more commitment, trust, satisfaction, and control mutuality than when they perceived unfair treatment (Bakhshi *et al.*, 2009).

This important aspect of the construct made many researchers to engage in studies that have direct bearing with the construct right from when Adam (1965) came up with equity theory to date, the repercussions of which became important to both the employees and the employers. Cohen Charash and Specter (2001) reported that perceptions of organizational justice constitute an important heuristic in organizational decision-making, as research relates it to job satisfaction, turnover, leadership, organizational citizenship, organizational commitment, trust, customer satisfaction, job performance, employee theft, role breadth, alienation, and leader-member exchange.

Fair treatment received by the employees by the employers was found to have inclination to the disposition of some work related attitudes in the work place by the employees. As a result, employees show more positive attitude and behaviour towards their work, if they feel that they are treated impartially by their organization in every aspect (Colquitt *et al.*, 2005). Perceived organizational justice is found to be an important antecedent of organizational citizenship behaviour (Bakhshi *et al.*, 2009). Research on organizational justice perceptions which focuses on the role of fairness in the work place by Colquitt *et al.*, (2001) revealed that organizational justice perceptions strongly affect the attitude of the workers such as job satisfaction, turnover intentions and organizational commitment and also workplace behaviours such as absenteeism and organizational citizenship behavior. Furthermore, a significant relationship between perceived organizational justice and individual work performance was established (Colquitt *et al.*, 2001).

Many studies on the effects of organizational justice on employees' job satisfaction and commitment (Bakhshi *et al.*, 2009; Martinez-Tur *et al.*, 2006 and Iqbal, 2013) were conducted mostly on companies, industries and hotels in developed countries, but not much of such studies were conducted on the employees of agricultural sector in developing countries of the world.

Satisfaction of the employees of the agricultural sector (extension workers) has a significant role in the productivity of the employees and is an important factor that determines their retention in the organization. It became real that fair treatment of the employee in terms of their pay, promotions, good employer-employee relations, observing due process in executing organization policies and fair communication on issues that has to do with them by the employer is considered as the first step towards achieving the aforementioned extension workers job satisfaction and their consequent attachment to the organization.

It is based on the above premise that this study investigated the effect of facets of organizational justice (procedural justice, interactional justice and distributive justice) on the extension workers job satisfaction and organizational commitment and as such provides answer to the objectives set: (i) describe the personal characteristics of the extension workers in the study area; (ii) determine whether the extension workers are satisfied with their job; (iii) find out the extension workers organizational commitment and (iv) determine extension workers perceived organizational justice (procedural, interactional and distributive justice).

## MATERIALS AND METHODS

### The Study Area

This study was carried out in the Niger State Agricultural Development Projects (NSADP) Zone C. Niger state is located between latitude  $8^{\circ} 22'N$  and  $11^{\circ} 30'N$  and longitude  $3^{\circ} 30'E$  and  $7^{\circ}20E$ . The State is bounded by Kaduna State and the Federal Capital Territory (Abuja) to the north-east and south-east respectively, Zamfara State to the north, Kebbi State to the west, Kogi State to the south and Kwara State to the south-west, while externally the state shares a common boundary with the Republic of Benin to the north-west. Niger State experiences distinct dry and wet seasons with annual rainfall varying from 1,100mm in the northern part of the state to 1,600mm in the southern parts. The temperature varies within wide limits from about  $15^{\circ}C$  during cooler nights to over  $40^{\circ}C$  during the warmer days having an average value of  $27.5^{\circ} C$  (Niger State GIS, 2014). The conducive environment for agricultural activities made 85% of the state population to choose farming as a profession.

### Sampling Procedure and Sample Size

The target population for this study constitutes the village extension workers (VEWs) in Niger State. Of the three zones of the NSADP, only zone C was selected due to large number of agricultural extension workers in the zone. Zone C of NSADP comprises of nine Local Government Areas viz: Agwara, Bangi, Borgu, Mashegu, Mariga, Magama, Rijau, Wushishi and Kontagora. Simple random sampling technique was adopted in selecting 11 extension workers from the eight Local Government Areas; and in the Zone C

headquarter (Kontagora Local Government Area), 12 extension workers were selected, making the sample size of this study to constitute 100 VEWs. Questionnaires were administered to the VEWs, who voluntarily completed them with assurances of anonymity to their responses.

### **Data Collection**

The data for the study was collected from both primary and secondary sources. The primary data was collected based on the study variables. The variables are: Predictor (Independent variables), Sample personal characteristics; Procedural justice; Interactional justice and Distributive justice and the Criterion (Dependent variables), Organizational commitment and Job satisfaction. While the secondary information for the study was sourced from the text books, journals, proceedings, official records and the internet source.

### **Model Specification**

The internal consistency reliability (Cronbach  $\alpha$  Values) of the variables is shown in Table 2. ((Nunnely, 1978).The variables are:

a. **Affective organizational commitment** was assessed using an adapted six-item scale from Meyer and Allen (1997). The items were rated on a five-point Likert scale of strongly disagree (1) to strongly agree (5). Sample items were: *I feel personally attached to my organization; I feel a sense of belonging to my organization.*

b. **Job satisfaction** was measured with a six-item short version of the global job satisfaction scale (Brayfield & Rothe, 1951) The items were rated on a five-point Likert scale of strongly disagree (1) to strongly agree (5). Sample items included: *I find real enjoyment in my job; and I like my job better than an average person.*

#### **c. Procedural justice**

A nine items procedural justice questionnaire developed by Behr and Walsh (1976) was used for data collection from the extension workers. The extension workers responses were obtained on a 5-point Likert-type scale where 1 = *strongly disagree* and 5 = *strongly agree and vice versa for negative items*. A sample item of the questionnaire states that *the management administers policies fairly in my organization.*

#### **d. Interactional justice**

Interactional justice 9 items scale developed by Donovan *et al* (1998) was used to solicit information from the sample extension workers. The extension workers responses were obtained on a 5-point Likert-type scale where 1 = *strongly disagree* and 5 = *strongly agree* and vice versa for negative items. The sample item states that *''staff of my organization often put each other down''*.

#### **e. Distributive Justice**

Perceptions of the extension workers distributive justice was measured with the 6 items distributive Justice Index, developed by Masterson (2001). A sample item of the questionnaire states *''My supervisor has fairly rewarded me when I consider the responsibilities I have''*.Extension workers responses on the items was measured based on five points Likert scale ranging from Strongly agree (5 points) to strongly disagree (1 point).

### Test of Validity and Reliability of the Research Instrument

The survey instrument was subjected to face and construct validity assessment by experts in Agricultural Extension and Rural Development and Management Sciences. As a result of the assessment, items with ambivalent (uncertain) or vague meaning were either removed or modified to ensure certainty of the items. The Cronbach alpha test of internal consistency was used to determine the reliability of the instrument. Values of alpha ( $\alpha$ ) above 0.70 were considered as adequate. Alpha value of 0.70 and above showed that the instrument was very reliable (Nunnely, 1978). In Table 1, the Cronbach alpha for the scale measures ranged between 0.73 and 0.91.

Table 1: Reliability coefficients of the study variables

| Variables                 | Alpha coefficient | Number of items | Mean  | Standard deviation |
|---------------------------|-------------------|-----------------|-------|--------------------|
| Organizational commitment | 0.81              | 6               | 25.26 | 3.56               |
| Job satisfaction          | 0.78              | 5               | 21.74 | 2.90               |
| Procedural justice        | 0.90              | 9               | 31.52 | 6.74               |
| Interactional justice     | 0.73              | 9               | 32.82 | 4.60               |
| Distributive justice      | 0.91              | 6               | 20.50 | 5.12               |

Source: Field survey, 2014.

### Data Analysis

The data gathered through administration of structured questionnaires to the VEWs were analyzed using descriptive (frequency, percentage, mean and standard deviation), Correlation analysis and linear regression model was fitted in order to establish relationship between variables.

## RESULTS AND DISCUSSION

### Village Extension Workers Personal Characteristics

Most of the VEWs sampled were men (77.0%), with mean age of 28.5 years (SD =18.23 years, minimum 26 years and maximum 32 years), and mean job tenure of 19.30 years (SD = 9.47 years, minimum 1 year and maximum 32 years). Most of the VEWs were married (95%), mean family size = 2 persons (SD = 0.60) and 79.0% had HND certificates (Table 2).

### Village Extension Workers Perceptions

One of the objectives of this study was to describe VEW's perceptions of organizational commitment, job satisfaction, PJ, IJ and DJ. Seventy-five percent of the VEWs reported moderate attachment to the extension organization and 12% were weakly committed to the organization ( $\bar{x}$  = 4.25, SD = 0.75). In the case of job satisfaction, 71% were moderately satisfied with their job and 18% reported being highly satisfied with job. The mean satisfaction levels is 3.75 (SD = 0.47). However, 73% rated procedural justice as low and 15% reported it as being high ( $\bar{x}$  = 3.75; SD = 0.63). Further, 74% of VEW's

reported experiencing moderate interactional justice and 13% rated interactional justice as low, ( $\bar{x} = 1.76$ ;  $SD = 0.48$ ). Similarly, distributive justice was rated moderate (61%) and 22% reported experiencing much of it (Table 3).

Table 2: Village extension workers personal characteristics (n = 100)

| Variables                     | Frequency | Percentage | Mean | SD    | Maximum (years) | Minimum (years) |
|-------------------------------|-----------|------------|------|-------|-----------------|-----------------|
| <b>Sex</b>                    |           |            |      |       |                 |                 |
| Male                          | 73        | 73         |      |       |                 |                 |
| Female                        | 27        | 27         |      |       |                 |                 |
| <b>Marital Status</b>         |           |            |      |       |                 |                 |
| Married                       | 95        | 95         |      |       |                 |                 |
| Single                        | 5         | 5          |      |       |                 |                 |
| <b>Age (years)</b>            |           |            |      |       |                 |                 |
| 25 – 30                       | 7         | 7          | 28.5 | 18.23 | 32              | 16              |
| 31 – 35                       | 25        | 25         |      |       |                 |                 |
| 36 – 40                       | 30        | 30         |      |       |                 |                 |
| 41 years and above            | 37        | 37         |      |       |                 |                 |
| <b>Family Size</b>            |           |            |      |       |                 |                 |
| 1 – 5                         | 36        | 36         | 1.72 | 0.60  | 11              | 2               |
| 6 – 10                        | 56        | 56         |      |       |                 |                 |
| 11 and above                  | 8         | 8          |      |       |                 |                 |
| <b>Educational Attainment</b> |           |            |      |       |                 |                 |
| Secondary                     | 1         | 1          |      |       |                 |                 |
| OND                           | 20        | 20         | 3.00 | 0.57  |                 |                 |
| HND                           | 69        | 69         |      |       |                 |                 |
| Bachelor Degree               | 10        | 10         |      |       |                 |                 |
| <b>Tenure (years)</b>         |           |            |      |       |                 |                 |
| 1 – 10                        | 27        |            |      |       |                 |                 |
| 11 – 20                       | 52        | 19.30      | 9.47 | 1     | 32              | 1               |
| 21 years and above            | 10        |            |      |       |                 |                 |

### Organizational Commitment

The findings in Table 3, indicates that majority (75%) of the VEWs expressed moderate commitment to their organization, 13% indicated high commitment while 12% of the VEWs expressed low commitment to their organization. This result implies that the majority of the extension workers were moderately committed to their organization which could be due to moderate provision of motivating elements which encourage them to be happy and reciprocate by becoming moderately committed to the organization. These findings concur with Kauski (2007) who reported that employees reciprocate equally the gestures provided to them by their organization and as such may express loyalty and

willingness to exert effort on behalf of the organization in accordance to the organization efforts.

### **Job Satisfaction**

Job satisfaction refers to the extent to which an employee is contented to the rewards he/she gets from his/her organization, particularly the intrinsic motivation (Statt, 2004). As shown in Table 3, 71% of the VEWs reported moderate satisfaction with their job, 18% were highly satisfied and only 11% of the VEWs had low satisfaction with their job. The expression of moderate satisfaction by the VEWs could be due to the perception that they have not been adequately motivated by the organization and as such they exchange the effort of the organization by indicating moderate satisfaction to the effort of the organization. This is because satisfied employees will likely exhibit more positive feelings, thought and actions towards their organization. This statement is in line with Bravendam Research Incorporated (2002) who reported that when employees are satisfied, they tend to care more about the quality of their work, becoming more committed to the organization, and generally become more productive.

### **Procedural Justice**

Procedural justice perceptions are modes of behaviour or thoughts and or evaluations of employees in the workgroup about the fairness of organizational authorities (Greenberg, 1990). The term deals with the fairness in the procedure occurring in an organization while implementing a decision (Tyler, 2003). Table 3 revealed that majority (73%) of the VEWs perceived the ADPs to be low in fair implementation of its policies, 15% perceived it to be high, while few (12%) perceived it to be moderate. The findings revealed that majority of the VEWs expressed low procedural justice because policies made by the organization are not suitable to the employees; as such they tend to be less committed to the organization. This assertion is in line with the findings of Ponnu and Chuah (2010) who reported that employee's commitment with an organization could be significantly increased by enhancing organizational fairness, particularly procedural justice which would consequently reduce employees' intention to leave.

### **Interactional (Interpersonal) Justice**

Based on Greenberg (1990) interactional justice has been defined as the degree to which employees are treated with politeness, dignity, and respect by the authorities or third parties involved in executing procedures towards arriving at outcomes that affect them and the explanations provided to them that convey information about how/why procedures were used in certain ways. As indicated in Table 3, 74% of the VEWs reported moderate fairness in interpersonal treatment and provision of information from their organization, 13% of the VEWs expressed high interpersonal treatment and information and low interpersonal treatment and information dissemination from the authority respectively. The results indicated that the treatment received and information disseminated to the VEWs by their superiors was moderately disposed and as such the VEWs reciprocated by expressing moderate outcomes on the interpersonal treatment and dissemination of information by their organization. When there exist good employee-employer relationships in an

organization the employees tend to be committed to the organization. Aselage and Eisenberger (2003) reported that the characteristics of employee-employer relationship emphasize the organization attainment of favorable outcome through the generous treatment of employees, such that well treated employees are likely to become effectively committed to the organization.

### **Distributive Justice**

Distributive justice is the form of organizational justice that focuses on employee's beliefs that they have received fair reward compared to their effort towards achievement of the organization goals (e.g., pay, recognition, award etc.). Findings in Table 3 indicated that 61% of the VEWs reported moderately fair distributive justice, 22% of the VEWs indicated high fairness and 17% expressed low fairness. This finding therefore proved that the VEWs were fairly rewarded when compared with their efforts of dissemination of agricultural technologies and teaching farmers on the adoption of improved agricultural technologies. This therefore made the VEWs to moderately justify the fairness in output received from the ADPs by expressing moderate job satisfaction and organizational commitment to the organization without any disruption or any unjustifiable acts. Cropanzano and Ambrose (2001) reported that people who believe that they have been treated based on distributive injustice on the job tend to experience high levels of stress and also feel dissatisfied with their jobs and the organization where they work.

Table 3: Extension workers behavioural disposition (n= 100)

| Variables                 | Frequency | Percentage | Mean | SD   |
|---------------------------|-----------|------------|------|------|
| Organizational commitment |           |            |      |      |
| High                      | 13        | 13         |      |      |
| Moderate                  | 75        | 75         | 4.25 | 0.75 |
| Low                       | 12        | 12         |      |      |
| Job satisfaction          |           |            |      |      |
| High                      | 18        | 18         |      |      |
| Moderate                  | 71        | 71         | 3.75 | 0.63 |
| Low                       | 11        | 11         |      |      |
| Interactional justice     |           |            |      |      |
| High                      | 13        | 13         |      |      |
| Moderate                  | 74        | 74         | 1.76 | 0.48 |
| Low                       | 13        | 13         |      |      |
| Distributive justice      |           |            |      |      |
| High                      | 22        | 22         |      |      |
| Moderate                  | 61        | 61         | 1.39 | 0.54 |
| Low                       | 17        | 17         |      |      |

### **Correlation and Regression Results**

The Pearson Correlation analysis results (Table 4) revealed a positive relationship between Procedural justice (PJ), Interactional justice (IJ), Distributive justice (DJ) and Job



## Impact of facets of organizational justice on extension workers

satisfaction (JS) so also with Organizational commitment (OC). In support of the above statement, procedural justice indicated positive correlation with job satisfaction ( $r = .000$ ,  $p < .01$ ) and organizational commitment ( $r = .000$ ,  $p < .001$ ). Interactional justice was positively related with job satisfaction ( $r = .071$ ,  $p < .01$ ) and correlated with organizational commitment ( $r = .000$ ,  $p < .01$ ), implying that the hypothesized negative relationship between interactional justice and job satisfaction and organizational commitment were rejected. Distributive justice was also positively correlated with job satisfaction ( $r = .414$ ,  $p < .05$ ) and organization commitment ( $r = .169$ ,  $p < .01$ ), implying that the hypotheses were rejected. The correlations between the variables are in the expected direction ranging from 0.000 to 0.917 ( $p < 0.01$ ).

Table 4: Pearson correlations and reliability coefficients of study variables (n = 100).

| Variables | 1      | 2      | 3           | 4            | 5            | 6           | 7           |
|-----------|--------|--------|-------------|--------------|--------------|-------------|-------------|
| 1.Age     |        |        |             |              |              |             |             |
| 2.Gender  |        |        |             |              |              |             |             |
| 3.Tenure  |        |        |             |              |              |             |             |
| 4.JS      | 0.839* | 0.394* | 0.443*(.78) |              |              |             |             |
| 5.OC      | 0.621* | 0.378* | 0.733*      | 0.000**(.81) |              |             |             |
| 6.PJ      | 0.329* | 0.917* | 0.206*      | 0.000**      | 0.000**(.90) |             |             |
| 7.IJ      | 0.453* | 0.671* | 0.339*      | 0.071*       | 0.000**      | 0.001*(.73) |             |
| 8.DJ      | 0.403* | 0.510* | 0.002*      | 0.414*       | 0.169*       | 0.017*      | 0.131*(.91) |

JS- Job satisfaction; OC-Organizational commitment; PJ- Procedural justice; IJ- Interactional justice; DJ- Distributive justice; Values in parenthesis - reliability coefficients; \* $P < 0.05$ ; \*\* $P < 0.01$

### Predictors and the Extension Workers Organizational Commitment

The regression analysis result (Table 5) indicated  $R^2$  value of 0.468 explains the variability between the dependent variable and independent variables, reporting that 46.8% of the dependent variable (Organizational commitment) variability was accounted for by the independent variables (predictors) (PJ, IJ and DJ).

Table 5: Regression result between PJ, IJ, DJ and organizational commitment

| Variable              | $\beta$ | SE    | B     | Significance |
|-----------------------|---------|-------|-------|--------------|
| Constant              | -6.26   | 4.2   |       | 0.142        |
| Procedural justice    | 0.549   | 0.090 | 0.536 | 0.000***     |
| Interactional justice | 0.178   | 0.093 | 0.157 | 0.057        |
| Distributive justice  | 0.023   | 0.084 | 0.022 | 0.782        |
| R = 684a              |         |       |       |              |
| $R^2 = 0.468$ **      |         |       |       |              |
| Adjusted R = 446      |         |       |       |              |
| $\Delta R^2 = 0.468$  |         |       |       |              |

b-unstandardized beta; SE – standard error;  $\beta$  - standardized beta; PJ- procedural justice; IJ - interactional justice; DJ - distributive justice. \* $P < 0.05$ ; \*\* $P < 0.01$ ; \*\*\* $P < 0.001$

As shown in Table 5, procedural justice was found to significantly relate to organizational commitment ( $\beta = .536$ ,  $P < 0.01$ ); interactional justice was significantly related to extension workers organizational commitment ( $\beta = .157$ ,  $P < 0.01$ ) and distributive justice was also found to relate to organizational commitment of the extension workers ( $\beta = .022$ ,  $P < 0.01$ ). The findings therefore indicated that procedural justice, interactional justice and distributive justice were significantly related to extension workers organizational commitment but at varying degrees. The results of regression analysis showed that procedural justice indicated high degree of relationship with organizational commitment than interactional and distributive justice.

### Predictors and the Extension Workers Job Satisfaction

The  $R^2$  value (0.210) explains the variability between the dependent variable and independent variables, reporting that 21% of the dependent variable (job satisfaction) variability was accounted for by the independent variables (predictors) (PJ, IJ and DJ). As shown in Table 6, procedural justice was insignificantly related to job satisfaction of the extension workers ( $\beta = -0.003$ ,  $P < 0.05$ ); interactional justice was significantly related to job satisfaction ( $\beta = .0190$ ,  $P < 0.000$ ) and distributive justice was not related to job satisfaction of the extension workers ( $\beta = -0.040$ ,  $P < 0.05$ ). The findings therefore, indicated that extension workers job satisfaction was not based on procedural and distributive justice displayed by the ADPs but their satisfaction with the job was as a result of fair interactional justice disposed by the ADPs.

Table 6: Regression result between PJ, IJ, DJ and job satisfaction

| Variable               | $\beta$ | SE    | B      | Significance |
|------------------------|---------|-------|--------|--------------|
| Constant               | 23.21   | 1.75  |        | 0.000***     |
| Procedural justice     | -0.003  | 0.030 | -0.007 | 0.921        |
| Interactional justice  | 0.190   | 0.050 | 0.290  | 0.000***     |
| Distributive justice   | -0.040  | 0.040 | -0.062 | 0.326        |
| R = 0.530              |         |       |        |              |
| $R^2 = 0.210^*$        |         |       |        |              |
| Adjusted R = 0.191     |         |       |        |              |
| $\Delta R^2 = 0.210^*$ |         |       |        |              |

b-unstandardized beta; SE – standard error;  $\beta$  - standardized beta; PJ- procedural justice; IJ - interactional justice; DJ - distributive justice. \* $P < 0.05$ ; \*\* $P < 0.01$ ; \*\*\* $P < 0.001$

### CONCLUSION

Based on the findings of the study, it is concluded that most of the VEWs were men with mean age of 28.5 years and mean job tenure of 19.30 years. Most of the VEWs were married with mean family size of two persons and majority had HND certificates. The findings further revealed that Niger state ADP provided the EWs with moderate incentives, moderate interpersonal treatments and remunerations and as a result the VEWs reciprocated the gesture by disposing moderate job satisfaction and organizational commitment.

The Ministry of Agriculture and its Boards such as Agricultural Development Projects in Nigeria should provide adequate opportunities for incentive support that make VEWs to be happy and remain committed to the organization, such incentives like staff

training, mobility, accommodation, timely promotion with its financial backing, study leaves, annual leaves, advance salary, furniture loans, maternity leave for female agriculture extension workers and free health care delivery and other logistics. The level of interpersonal relations between the VEWs and their superiors (Agricultural Extension Block Supervisors and Extension Administrators) need to be enhanced. Appreciable outputs in relation to the VEWs inputs towards attaining the ADPs goals of dissemination of improved agricultural technologies and teaching farmers on improved agricultural technologies are recommended.

## REFERENCES

- Adams, J. S. (1965). Inequity in social exchange. In L. Berkowitz (ed), *Advances in experimental sociology*, 2: 267 -299
- Allen, D. G., Shore, L. M., & Griffeth, R. W. (2003). The role of perceived organizational support and supportive human resource practices in the turnover process. *Journal of Management*, 29(1): 99–118.
- Aselage, J., Eisenberger, R. (2003). Perceived Organizational Support and Psychological Contrast: A Theoretical Integration. *Journal of Organizational Behavior*, 24:491-509
- Bakhshi, A., Kumar, K., and Rani, E. (2009). Organizational justice perceptions as predictor for job satisfaction and organizational commitment. *International Journal of Business and Management*, 4(9):145-154.
- Behr, T. A., Walsh, J. T., & Taber, T. D. (1976). Relationship of stress to individually and organizationally valued states: Higher order needs as a mediator. *Journal of Applied Psychology*, 61: 41-47.
- Bies, R. J., & Moag, J. F. (1986). Interactional justice: Communication criteria of fairness. In R. J. Lewicki, B. H. Sheppard and M. H. Bazerman (Eds.): *Research on negotiations in organizations*, 1, JAI Press, Greenwich, CT, 43–55.
- Bowling, N. A., Hendricks, E. A. and Wagner, S. H. (2008). Positive and negative affectivity and facet satisfaction: A meta-analysis. *Journal of Business and Psychology*, 23:115-125.
- Bravendam Research Incorporated BRI, (2002). *Effect Management*, Third edition, Routledge Publishing Detroit, P 78
- Brayfield A. H. and Roth H. F. (1951). An index of job satisfaction. *Journal of Applied Psychology*, 35: 307-311.
- Brunetto, Y., Farr-Wharton, R., Ramsay, S., & Shacklock, K. (2010). Supervisor relationships and perceptions of work-family conflict. *Asia Pacific Journal of Human Resources*, 48(2): 212-232.
- Bruck-Lee, V., and Spector, P. E. (2006). The social stressors-counterproductive work behaviours link: Are conflicts with supervisors and coworkers the same? Faculty Psychology Publications, Paper 707.
- Chiang, C. F., Back, K. J. and Canter, D. D. (2005). The impact of employee training on job satisfaction and intention to stay in the hotel industry. *Journal of Human Resources and Tourism*, 4 (2): 99- 118.
- Cohen-charash., Y and Spector, P.E. (2001). The role of justice in organizations: A meta-analysis. *Organizational Behavior and Human Decision Processes*, 86, 278-321

- Colquitt, J. A., Donald, E., Wesson, M. J., Porter, C. O. L. H., and Yee Ng, K. Y. (2001). Justice at the millennium: A meta-analytic review of 25 years of organizational justice research. *Journal of Applied Psychology*, 86 (3): 425-445
- Cropanzano, R. and Ambrose, M. L. (2001). Procedural and distributive justices are more similar than you think: A monistic perspective and a research agenda. In J. Greenberg and R. Cropanzano (Eds.), *Advances in organizational justice*. Stanford, CA, Stanford University Press, 119-151.
- Cury, J. P., Wakefield, D. S., Price, J. L., and Munella, C. W. (1986). On the causal ordering of job satisfaction and organizational commitment. *Academy of Management Journal*, 29(4): 847-858.
- Demiral, Y. and Yucel, I. (2013). The effect of organizational justice on organizational commitment: A study on automobile industry. *International Journal of Social Science*, 11(3): 27.
- Donna, B. and Marcel, A.S. (2008). Job satisfaction, organizational commitment and religious commitment of full-time University employees. *Journal of Research on Christian Education*, 16 (2): 1-15
- Fatma, M.G., Tylor, S. and Ahmad, H. (2006). Affective commitment and intent to quit: The impact of Work and Non-work Related Issues. The CBS interactive Business Network.
- Folger, R., and Greenberg, J. (1985). An interpretive analysis of personal system. *Research and Human Resources Management*, 3: 141-183
- Folger, R., and Konovsky, M. A. (1989). Effect of procedural justice and distributive justice on reactions to pay rise decision. *Academy of Management Journal*, 32: 11-130
- Grandey, A. A., Cordeiro, B. L., and Crouter, A. C. (2005). A longitudinal and multi-source test of the work–family conflict and job satisfaction relationship. *Journal of Occupational and Organizational Psychology*, 78: 1–20.
- Greenberg, J. (1987). A taxonomy of organizational justice theories. *Academy of Management Review*, 12: 9-22
- Greenberg J. (1990). Organizational justice: Yesterday, today, tomorrow. *Journal of Management*, 16: 399–432.
- Greenberg, J. (1986). Determinants of perceived fairness of performance evaluations. *Journal of Applied Psychology*, 7(2): 340-342.
- Greenberg, J. (1993). The social side of fairness: Interpersonal and informational classes of organizational justice. In R. Cropanzano (Ed.), *Justice in the Workplace: Approaching Fairness in Human Resource Management Hillsdale*, Lawrence Erlbaum Associates, Erlbaum, 79-103
- Greenberg, J. (2001). Studying organizational justice cross-culturally: Fundamental challenges. *International Journal of Conflict Management*, 12 (4): 365-375
- Harris, K. J., Andrews, M. C., & Kacmar, K. M. (2007). The moderating effects of justice on the relationship between organizational politics and workplace attitudes. *Journal of Business and Psychology*, 22(2): 135-144.
- Harris, K. J., Harvey, P., & Kacmar, K. M. (2009). Do social stressors impact everyone equally: An examination of the moderating impact of core self-evaluations. *Journal of Business and Psychology*, 24(2): 153-164.
- Harrison, D. A., McLaughlin, M. E., and Coalter, T. M. (1996). Context, cognition and common method variance. *Psychometric and verbal protocol evidence. Organizational Behaviour and Decision Process*, 68: 246-261.

- Hochwarter, W. A., Kacmar, C., Perrewe, P. L., and Johnson, D. (2003). Perceived organizational support as a mediator of the relationship between politics perceptions and work outcomes. *Journal of Vocational Behavior*, 63: 438-456.
- HRZone (2015). Organizational justices. Retrieved from [www Hrzone.com/hr-glossary/organizational-justice-definition](http://www.Hrzone.com/hr-glossary/organizational-justice-definition), on 10/1/2015 at 2:34 Pm
- Iqbal, M. (2013). Impact of job satisfaction and job control on organizational commitment: A case study of air traffic controllers of Pakistan civil aviation authority. *Journal of Managerial Sciences*, 6 (2): 140 -154
- Kauski, B.S (2007). *Encyclopedia of Business and Finance*, second Edition, Thompson Gale, 446.
- Keller, A. C. and Semmer, N. K. (2013). Changes in situational and dispositional factors as predictors of job satisfaction. *Journal of Vocational Behavior*, 83: 88-98.
- Kim, H. (2009). Examining the role informational justice in the wake of downsizing from an organizational relationship management perspective. *Journal of Business Ethics*, 88, 297-312
- Knights, J. A. and Kennedy, B. A. (2005). Psychological content violation: Impact of job satisfaction and organizational commitment among Australian senior public servants. *Applied H. R. M. Research*, 10(2): 57-72.
- Ladebo, O. J. (2003). Attitudes toward research and teaching at some Nigerian Agricultural University institutions. *Journal of Agricultural Education and Extension*, 9(2): 83-91.
- Leventhal, G. S. (1976). The distribution of rewards and resources in groups and organizations. In L. Berkowitz & Walter (eds) *Advances in Experimental Social Psychology*, 9: 91 - 131
- Leventhal, G. S. (1980). What should be done with equity theory? New approaches to the study of fairness in social relationships. In Gergen, K., Greenberg, M. and Willis, R. (Eds.), *Social exchange: Advances in theory and research*, New York: Plenum, 27-55.
- Leventhal, G. S., Karuza, J., & Fry, W. R. (1980). Beyond fairness: A theory of allocation preferences. In Mikula, G. (Ed.), *Justice and social interaction*, New York: Springer-Verlag, 167-218.
- Luthans, F. (2001). The need for and meaning of positive organizational behaviours. *Journal of Organizational Behaviour*, 23 (6): 695-706
- Martinez-Tur, V., Peiro, J. M., Ramos, J. & Moliner, C. (2006). Justice perceptions as predictor of customer satisfaction: The impact of distributive justice, procedural justice and interactional justice. *Journal of Applied Psychology*, 36, 100-119.
- Masterson, S. S., Lewis, K., Goldman, B. M., and Taylor, M. S. (2000). Integrating justice and social exchange: The differing effects of fair procedures and treatment on work relationship. *Academy of Management Journal*, 43: 738-748
- Mathieu, J. E. and Zajac, D. M. (1990). A review and meta- analysis of the antecedents, correlates, and consequences of organizational commitment. *Psychological Bulletin*, 108(2): 171-194.
- Meyer, J. P. and Allen, N. J. (1997). *Commitment in the workplace: Theory research and application*: Thousand Oaks CA, Sage, 58.
- Meyer, J.P and Allen, N.J (1991). A three components conceptualization of organization commiment. Some methodological considerations. *Human Resource Management Review*, 1, 61-68.

- Mowday, R., Steer, R. and Porter, L. (1979). The measurement of organizational commitment. *Journal of Vocational Behaviour*, 14, 224-247.
- Muzumdar, P. (2012). Influence of interactional justice on the turnover behavioural decisions on organization. *Journal of Behavioural Studies in Management*, 4, 1-11.
- Niger State GIS (2014). Retrieved from [www.nigerstgis.com/about.nigerstate](http://www.nigerstgis.com/about.nigerstate) on 02/04/2014 at 9:00am
- Nunnally, J. C. (1978). *Psychometric Theory* (2<sup>nd</sup>ed.). New York: McGraw-Hill, 43.
- Organ, D. W., Podsakoff, P. M. and Mackenzie, S. B. (2005). *Organizational Citizenship Behaviour. Its Nature, Antecedents and Consequences*, Sage, Thousand Oaks, CA, 54.
- Podsakoff, P. M., and Organ, D. W. (1986). Self-report in organizational research: Problems and Prospects. *Journal of Management*, 531 – 544.
- Podsakoff, P. M., McKenzie, S. B., Lee, J-Y. and Podsakoff, N. P. (2003). Common method biases in behavioural research: A critical research of the literature and recommended remedies. *Journal of Applied Psychological*, 88: 879 – 903.
- Randeree K., (2008). Organizational justice: Worker perceptions in organizations in the United Arab Emirate. *Journal of Business Systems, Governance and Ethics*, 3(4): 234-245
- Statt, D. (2004). *The Rutledge dictionary of business management*, Third edition. Routledge Publishing Detroit, 78
- Worrel, R.O. (2004). Conscientiousness and contextual performance: The compensatory effects of perceived organizational support and leader-member exchange. *Journal of Managerial Psychology*, 22: 330-34