

ORGANISATIONAL JUSTICE AND CITIZENSHIP BEHAVIOUR IN BAYELSA STATE CIVIL SERVICE

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Abstract

The purpose of this research is to look at how civil servants in Bayelsa State, Nigeria, behave as citizens and how organisational justice affects them. Equity theory and social exchange theory serve as the foundational frameworks for this investigation. A total of 25,789 government employees from 22 different ministries in Bayelsa State made up the study population. Using a simple random sampling approach, we determined the study's sample size of 359 government employees. The Spearman rank-order correlation coefficient was used for the data analysis. The study's findings showed that civil servants in Bayelsa State who practise organisational justice are more likely to act as responsible citizens. The study therefore recommends that Bayelsa state civil service should ensure that ministries practice distributive justice to promote sportsmanship behaviour. Through distributive justice, ministries should raise civil servants who are willing to help others complete tasks at work, show loyalty to employers and coworkers, promote a sense of community among coworkers and teams, and advance the objectives of the ministry while also improving the social and psychological climate. Bayelsa state civil service should promote procedural justice by providing the enabling environment for civil servants to voice their opinions, concerns, and perspectives in decision-making processes. This will enhance altruistic behaviour in civil servants and make them embrace adaptable behaviours that are anticipated to assist certain individuals within the ministries since one employee can use downtime to assist another on a more important task. Bayelsa state civil service should encourage interactional justice by implementing fair and transparent conflict resolution processes to address interpersonal conflicts and grievances in a timely and constructive manner.

Keywords: *Civil Service, Citizenship, Citizenship Behaviour, Organisational Justice*

INTRODUCTION

In a fast-paced, highly competitive business world, organisations require employees who can dedicate their time and effort to completing any given task within a specific time frame. An organisation's ability to survive in a competitive environment depends on the collective skills, knowledge, and competences of its staff. Employees that are positively impacted and who show vigor, passion, and absorption in whatever they do are assets to their organisations (Demerouti & Cropanzano, 2017). If they wish to continue with their organisations, they are willing to participate in discretionary work behaviour. Given how dynamic the business climate is, this is unquestionably crucial for companies to attain and preserve a competitive edge. Ifeyinwa and Onodugo (2020) explained that workers are seen to be displaying organisation citizenship

behaviour (OCB) when their actions enhance the entire organisational, social, and psychological environment of the company.

This extra voluntary effort is without recourse to the organisation's reward system (Viko & Kelechi, 2020). Wang (2015) highlighted organisational citizenship behaviour (OCB) as an exceptional and unique behaviour that improves an organisation's capacity to operate and succeed. To ensure that the company progresses, it means putting up with the negativity of coworkers and being understanding, uncomplaining, and upbeat about issues at work (Okpu & Eke, 2020).

Citizenship behaviour is an employee's eagerness to put out effort for the organisation. Organ (1997) pointed out that these behaviours have an impact on organisational performance, management productivity, flexibility in responding to changes in the environment, and the capacity of businesses to draw in and hold on to top personnel. They also strengthen relationships, which stabilizes the efficacy and performance of organisations. Ertürk et al. (2004) opined that OCB improves organisational effectiveness, efficiency and profitability. Cohen and Vigoda (2000) observed that OCB offers enhanced organisational cohesiveness amongst individuals, teams, and functional departments; enhanced appeal to top-tier candidates for new hires; enhanced performance stability; and enhanced capacity to regulate to altering circumstances. Additionally, it facilitates the effective use and delivery of resources. Xerri and Brunetto (2013) said that OCB attracts and retains the best personnel, raises investor interest, encourages resource diversification and stakeholder goodwill, and enhances service and product quality. Fostering friendly relationships among co-workers, increasing employee commitment and morale, decreasing absenteeism and employee turnover, and offering opportunities for personal growth through the application of creative and innovative thinking are all examples of organisational citizenship behaviours (Organ, 1997; Qureshi et al., 2011).

Sportsmanship or "fair play," civic virtues, conscientiousness, altruism, and civility are the five components of citizenship behaviour that are regularly studied in the literature. This study, however, will focus on sportsmanship. The ability of an employee to put up with the annoyances and difficulties of organisational life without complaining is known as employee sportsmanship behaviour (Organ, 1990). Employee sportsmanship supports enhanced employee collaboration, pro-active assistance in addressing difficulties for others, and a willingness to participate in organisational events and meetings, all of which have a beneficial effect on employees' performance.

Organisational justice, according to Greenberg (2009); Greenberg and Colquitt (2013), aims to define and clarify the function of justice in the workplace. Researchers in organisational science believe that justice is a social construct (Colquitt et al., 2003). This implies that a behaviour will be considered just if most people believe it to be so. Studies have demonstrated that people's conceptions of justice and fairness are mostly shaped by norms and values (Greenberg & Colquitt, 2013). People's perceptions of fairness are shaped by the norms and expectations that are ingrained in them and serve as the foundation for judgements of fairness. Behaviour is deemed fair if it conforms to these expectations; it is deemed unfair if it deviates from them.

From the studies, it is obvious that the construct citizenship behaviour has been widely researched but the focus has been on job satisfaction, organisational commitment, interactional justice, employee performance, and so on. This study, however, seeks to establish a correlation between organisational justice and citizenship behaviour of Bayelsa state civil service.

Citizenship behaviour as stated in this work is the same as organisational citizenship behaviour and are used interchangeably.

1.2 Statement of the Problem

According to Hamid et al. (2022), the absence of sportsmanship amongst civil servants often result to lack of respect among team members. This they argued can lead to a toxic work environment where individuals belittle or undermine each other rather than supporting and encouraging one another. Competition can become excessively cutthroat. Instead of healthy competition that drives individuals and teams to excel, there is a focus solely on winning at any cost, even if it means disregarding ethical standards or sabotaging colleagues (Hapsari et al., 2021). A culture that prioritizes self-interest over the well-being of employees can result in decreased job satisfaction, motivation, and loyalty.

Olonade et al. (2023) opined that organisation without a focus on civic virtue, decision-making processes may prioritize short-term gains or the interests of internal stakeholders over the long-term well-being of the community or society. This can result in actions that harm the environment, exploit marginalized groups, or disregard ethical considerations. Civic virtue involves a sense of social responsibility and a commitment to contributing positively to society. When organisations lack this ethos, they may neglect their duty to address social issues, support community initiatives, or engage in sustainable practices. This can lead to reputational damage and loss of trust among stakeholders. According to Peterson and Civil (2023), the absence of civic virtue can make organisations engage in unethical practices such as corruption, dishonesty, or exploitation. This not only harms the organisation's reputation but also undermines trust and integrity within the workplace and broader society. Organisations that lack civic virtue may become disconnected from the needs and priorities of the communities they serve. This can lead to a failure to address local concerns, support community development initiatives, or engage in meaningful dialogue with stakeholders. As a result, the organisation may miss valuable opportunities for collaboration and partnership. Employees are often motivated by a sense of purpose and belonging, which can be fostered through engagement in civic-minded activities. When organisations neglect civic virtue, employees may feel disillusioned or disengaged, leading to decreased morale, productivity, and job satisfaction. Furthermore, organisations that disregard civic virtue risk losing the trust and support of the public. In an increasingly socially conscious environment, consumers, investors, and other stakeholders are paying closer attention to the social and environmental practices of organisations. Failure to demonstrate civic virtue can result in boycotts, negative publicity, and financial repercussions. Organisations that neglect civic virtue may compromise their long-term sustainability and viability. In today's interconnected world, societal expectations are shifting towards greater accountability, transparency, and social responsibility. Organisations that fail to adapt to these expectations may find themselves at a competitive disadvantage and struggle to survive eventually.

The broad business issue that this study aims to solve is the widespread belief that government employees in Bayelsa State, Nigeria, do not act as exemplary corporate citizens. The narrower business problem that this study aims to solve is the relationship between organisational justice and the civic engagement of government employees in Bayelsa State, Nigeria. Therefore the

purpose of this research is to take a close look at how civil servants in Bayelsa State, Nigeria, see the connection between organisational justice and civic engagement.

Conceptual Review

Scholars on organisational justice have identified several dimensions. This study however will adopt three dimensions of organisational justice which are procedural, and distributive adopted from Greenberg (1990). Citizenship behaviour has three measures: sportsmanship adopted from Organ (1988).

Conceptual Framework

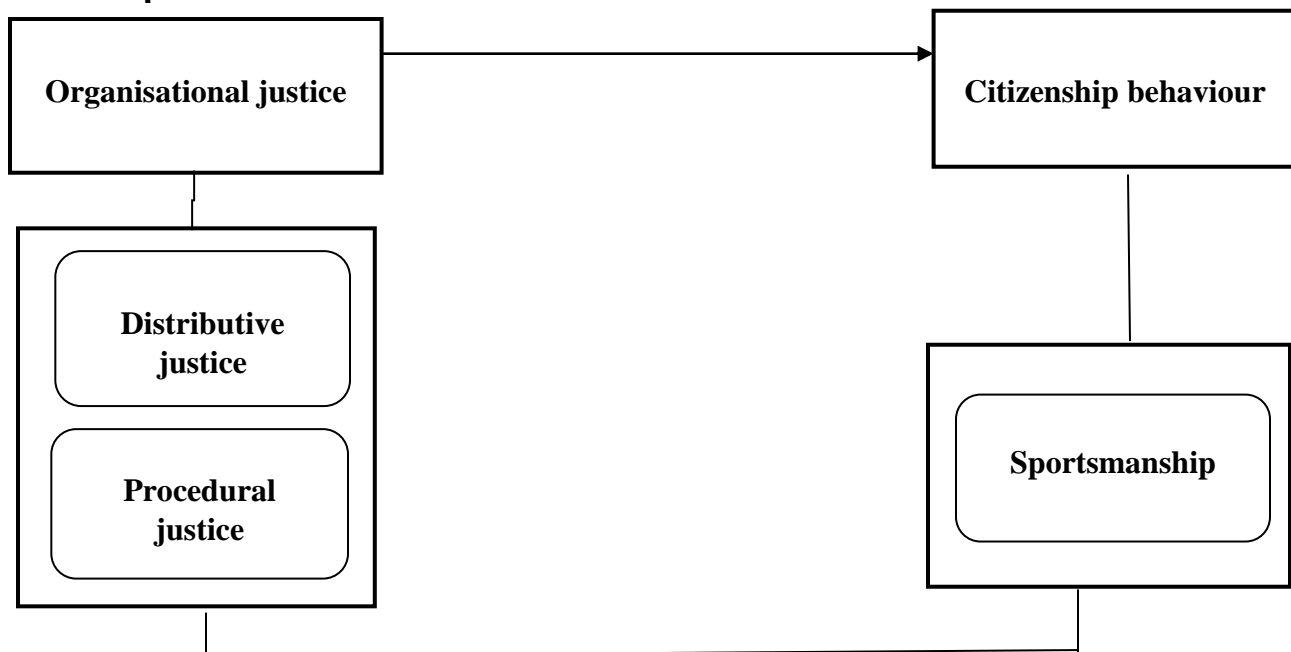


Fig. 2.1 Conceptual framework of organisational justice and its dimensions adopted from Greenberg (1990) and citizenship behaviour with its measure adopted from Organ (1988).

Aim and Objectives

The general objective of the study was to determine the relationship between organisational justice and organisational citizenship behaviour.

The study specifically seeks to:

1. Examine the relationship between distributive justice and sportsmanship.
2. Investigate the nature of relationship between procedural justice and sportsmanship.

Research Questions

The subsequent research issues are the focus of the study:

1. What is the connection amid distributive justice and sportsmanship?
2. How does procedural justice relate with sportsmanship?

Research Hypotheses

For this study, we will be testing the subsequent null hypotheses:

1. There is no significant relationship between distributive justice and sportsmanship.
2. There is no significant relationship between procedural justice and sportsmanship.

Conceptual review

Organisational justice

Organisational justice within organisations refers to the processes, policies, and mechanisms in place to ensure fairness, equity, and accountability in the workplace. It encompasses various aspects, including handling conflicts, disciplinary actions, grievance procedures, and promoting a culture of transparency and trust (Abdelmawgoud, 2023). Organisations need to establish clear and comprehensive policies and procedures outlining expectations for employee conduct, conflict resolution, disciplinary measures, and grievance handling. These policies should be communicated effectively to all employees and consistently applied across the organisation.

Organisational justice requires a commitment to fairness and equity in all aspects of organisational decision-making. This includes ensuring that disciplinary actions are proportionate to the offense, conflicts are resolved impartially, and opportunities for advancement and recognition are based on merit rather than bias. Organisations should promote transparency and accountability in their organisational justice processes. This involves openly communicating the reasons behind decisions, providing opportunities for employees to voice concerns or grievances, and holding individuals accountable for their actions, including leaders and managers (Ajlouni et al., 2021; Alheety, 2020).

Çalik and Adam (2023) noted that effective organisational justice involves implementing formal mechanisms for resolving conflicts and disputes in a timely and constructive manner. This may include mediation, arbitration, or formal grievance procedures designed to address employee concerns while minimizing disruption to the organisation's operations. They further opined that employees, managers, and HR professionals should receive training on organisational justice principles, conflict resolution techniques, and communication skills. This equips them with the knowledge and tools necessary to handle workplace issues effectively and promote a culture of fairness and respect.

Organisations should have policies in place to protect employees from retaliation for reporting misconduct, voicing concerns, or participating in investigations. This encourages a culture of openness and ensures that employees feel safe coming forward with complaints or grievances. Organisational justice is an ongoing process that requires regular evaluation and refinement. Organisations should regularly review their policies, procedures, and outcomes to identify areas for improvement and ensure alignment with evolving legal requirements and best practices (Ghran et al., 2019). Organisational justice should be aligned with the organisation's values, mission, and culture. This reinforces the importance of fairness, integrity, and respect within the organisation and helps foster a positive work environment (Ismail et al., 2018; Jameel et al., 2020).

Greenberg (2009) raises the question of whether concerns about justice at work are universal in nature. But diverse standards and beliefs that individuals have internalized might lead to differing perspectives on what is just. Cultural differences are the primary reason why people

absorb these norms and beliefs (Greenberg & Colquitt, 2013). Justice is a concept that most people agree upon, yet they frequently have diverse definitions in real life. Because of this, comprehending people's views of justice also necessitates considering the cultural norms that are prevalent in that culture (Ghaffaripour, 2023; Greenberg & Colquitt, 2013).

Justice is a necessary consideration when analyzing why employees react the way they do in response to their treatment at work (Greenberg, 1990). According to SimanTov-Nachlieli and Bamberger (2021), employees can assess their own payoff ratio, outcome (like status or pay), input (like effort or time), and co-worker ratios to determine if they have received fair treatment at work. In other words, the focus is on the decisions that were made and the processes that led up to them. The three main dimensions of "distributive," "procedural," and "interactional" justice are used in this study to describe organisational justice (Karem et al., 2019).

Distributive Justice

Distributive justice was the first concept of fairness to be investigated. In the beginning, Adams (1965) used equity to describe this type of justice (Sweeney, 1990). According to Adams (1965), people assess what is fair by comparing what they believe to be their inputs to the results they get. To determine if the results are equitable given their inputs, they compare this ratio to a reference norm. Distributive justice in organisations pertains to the fair distribution of resources, rewards, opportunities, and responsibilities among employees. It ensures that individuals are treated equitably and that outcomes are based on merit, contribution, and need rather than arbitrary factors such as bias or favouritism (Bishop, 2023). Organisations must ensure that compensation and benefits packages are fair and equitable. This involves paying employees a wage or salary that reflects the value of their contributions, skills, and experience, as well as providing benefits such as healthcare, retirement plans, and paid time off that meet employees' needs. Canal et al. (2024) noted that distributive justice entails recognizing and rewarding employees based on their performance, achievements, and contributions to the organisation. Merit-based systems, such as performance evaluations, bonuses, promotions, and awards, help ensure that individuals are rewarded fairly for their efforts and accomplishments. This involves establishing transparent processes for job postings, promotions, and succession planning, as well as offering training and mentorship programs to support employees' growth and advancement (Ha & Moon, 2023; Harijanto et al., 2022). Distributive justice also encompasses the fair allocation of tasks, responsibilities, and workload among employees. Managers should strive to distribute work fairly, considering employees' skills, strengths, and availability, and avoiding overburdening or underutilizing individuals. In doing this, organisations must allocate resources such as budget, equipment, and support staff in a fair and transparent manner. This ensures that teams and departments have the necessary resources to fulfil their objectives and that resources are not disproportionately allocated to certain individuals or projects. In situations where layoffs or downsizing are necessary, organisations should strive to minimize the impact on employees and ensure that the process is conducted fairly and transparently. This includes providing adequate notice, offering severance packages and outplacement services, and basing decisions on objective criteria rather than subjective factors (Haris et al., 2023). This involves weighing competing interests, seeking input from affected parties, and adhering to principles of fairness, honesty, and integrity. Employees are more likely to trust management when they are informed of the reasoning behind actions that impact the

distribution and allocation of resources (Lünich et al., 2023). By prioritizing distributive justice in organisations, leaders can create a workplace environment that is fair, transparent, and conducive to employee engagement, satisfaction, and retention. This, in turn, contributes to organisational success, innovation, and long-term sustainability (Nameda et al., 2023).

Promoting distributive justice in organisations requires a multifaceted approach that involves leadership commitment, transparent processes, and a culture of fairness and equity. Some strategies to promote distributive justice within organisations include (Canal et al., 2024; Kim, 2024; Nameda et al., 2023): Develop and communicate clear policies and procedures related to resource allocation, compensation, promotions, and performance evaluation. These policies should outline the organisation's commitment to fairness and equity and provide guidance on how decisions are made and implemented. Transparency is essential for promoting distributive justice. Make sure that decision-making processes and criteria for resource allocation and rewards are transparent and well-understood by all employees. This helps build trust and confidence in the fairness of organisational practices. Implement merit-based systems for performance evaluation, recognition, and rewards. This involves establishing clear performance criteria, providing regular feedback to employees, and basing decisions on objective measures of performance rather than subjective factors. Ensure that all employees have equal opportunities for career advancement, training, and development. Implement policies and practices that support diversity and inclusion and address systemic barriers to advancement based on factors such as gender, race, or socioeconomic background. Ensure that compensation and benefits packages are fair and equitable. Conduct regular reviews of compensation structures to identify and address disparities and provide competitive wages and benefits that reflect employees' contributions and market conditions. Encourage employee voice and participation in decision-making processes related to resource allocation, performance evaluation, and organisational policies. Solicit feedback from employees on issues related to distributive justice and involve them in developing solutions and making improvements. Take proactive steps to address bias and discrimination in all aspects of organisational practices, including hiring, promotion, and performance evaluation. Provide training and education to employees and managers on unconscious bias, diversity, and inclusion, and establish mechanisms for reporting and addressing discriminatory behaviour. Regularly monitor and evaluate organisational practices related to distributive justice to identify areas for improvement and ensure compliance with policies and legal requirements. Collect data on key metrics such as pay equity, representation in leadership roles, and employee satisfaction to track progress over time. Hold leaders and managers accountable for promoting distributive justice within their teams and departments. Provide training and support to managers on fairness and equity issues and incorporate measures of distributive justice into performance evaluations and leadership assessments. Foster a culture that values fairness, equity, and respect for all employees. Recognize and reward behaviours that promote distributive justice, and address behaviours that undermine fairness and equity through coaching, disciplinary action, or other appropriate measures.

Procedural Justice

Maxwell et al. (2020) opined that procedural justice requires that decision-making procedures are fair and unbiased. This means that decisions are made based on consistent and transparent

criteria, and that all individuals are treated equally and can participate in the decision-making process. Employees should have the opportunity to voice their opinions, concerns, and perspectives in decision-making processes. This can involve soliciting feedback, holding open discussions, and providing avenues for employees to raise questions or objections. Yadav and Gupta (2017) suggested that procedural justice requires that decisions are made impartially and without bias or favouritism. This means that decision-makers should be objective and neutral, avoiding conflicts of interest and ensuring that decisions are based on relevant facts and criteria rather than personal preferences or relationships. Organisations should strive to be transparent and open about their decision-making processes and procedures. This includes clearly communicating the reasons behind decisions, providing information about the criteria used to make decisions, and keeping employees informed about the status of ongoing processes. In addition, procedural justice involves consistency and predictability in decision-making processes. This means that similar cases or situations are treated similarly, and that decisions are made according to established rules and procedures rather than ad hoc or arbitrary considerations. Organisations should provide mechanisms for employees to appeal decisions or seek redress if they believe that they have been treated unfairly. This can involve establishing grievance procedures, appeals boards, or other formal mechanisms for reviewing decisions and addressing employee concerns (Adebakin & Okon, 2019; Canal et al., 2024).

According to Haris et al. (2023), procedural justice requires that all individuals are treated with respect and dignity throughout the decision-making process. This means that decision-makers should listen attentively to employees, consider their perspectives, and communicate decisions in a respectful and professional manner. Employees and managers should receive training and education on procedural justice principles and practices. This helps raise awareness about the importance of fairness in decision-making, improves communication and conflict resolution skills, and fosters a culture of procedural justice within the organisation. Maxwell et al. (2020) noted that leadership plays a critical role in promoting procedural justice within organisations. Leaders should demonstrate a commitment to fairness and transparency in decision-making, hold themselves and others accountable for upholding procedural justice principles, and actively support initiatives to improve procedural justice within the organisation. By prioritizing procedural justice in organisations, leaders can create a culture that values fairness, transparency, and trust, leading to increased employee satisfaction, engagement, and organisational performance.

Canal et al. (2024) noted that promoting procedural justice in organisations requires a concerted effort to ensure that decision-making processes are fair, transparent, and inclusive. They suggested that following strategies to promote procedural justice within organisations: Clearly define and communicate the procedures for decision-making, conflict resolution, and resource allocation within the organisation. Make sure that employees understand how decisions are made, what criteria are used, and what steps they can take if they have concerns or objections.

Citizenship behaviour

The concept of citizenship behaviour is attributed to Organ (1988). Citizenship behaviour stated in this study is the same as organisational citizenship behaviour (OCB). The author views employees' citizenship behaviours as a discretionary (voluntary) action that nevertheless

contributes to the more efficient operation of the organisation, even though it is not expressly and instantly recognized by the company's reward system. Since this kind of behaviour is not formally expected of them, it is commonly referred to as behaviour that exceeds the purpose allocated to persons in the organisation (Bienstock et al., 2003). Organisational citizenship behaviour (OCB) has garnered the interest of numerous scholars and practitioners owing to its shown importance for enhancing organisational performance (Alkahtani referenced in Dinka (2018). Organisational performance is impacted by how well managers and employees work together, how well resources are used for more productive work, how well organisations respond to changes in the environment, and how well they can adjust to those changes. Organ was cited by Veličkovska (2017), who defined OCB as voluntary efforts performed by staff members that improve the efficiency of the business but are not compensated by it directly. It is implied that employees who practice good citizenship do it purely out of personal choice and not out of a sense of obligation and that they are not subject to government regulations or formal rewards. Stated differently, employees in organisations usually act informally, according to Polat (2009). According to Mallick et al. (2014), citizenship behaviour refers to employee behaviour that is optional or voluntary and not specified in the official job descriptions provided by organisations. While Organ (1988) argues that the behaviour indirectly affects the functioning of the organisation. Since there is no commonly accepted definition, Chelagat et al. (2015) used Poncheri's concepts to characterize OCB as a positive behaviour that benefits organisational development. Originally recognized as a means of motivating staff members to utilize their entire range of knowledge, skills, and abilities at work, organisational citizenship behaviours also have a positive effect on the efficiency of businesses through enhanced employee performance (Ifeyinwa & Onodugo, 2020). According to Viko and Kelechi (2020), OCB affects employees' behaviour and attitude, which in turn affects the performance of the organisation.

Two viewpoints can be used to examine organisational citizenship behaviour, according to Anderson and Gerbing (1988), allowing for a multi-level comprehension of the concept. Organisational citizenship conduct directed at the organisation is distinguished from citizenship behaviour- person, which is directed at individuals, by employees. Since this idea, like the previous concept, continuously attracts the attention of theorists, viewpoints on its essence can also be found in more contemporary works. Therefore, Zeyada (2018) defines citizenship behaviour as a choice and voluntary employee conduct. Furthermore, workers that do well are not necessarily needed to exhibit this kind of conduct, as stated by Đorđević et al. (2021). For this kind of behaviour to be displayed, employees must be prepared to go "a step further" than what is strictly required of them. Put differently, workers that exhibit such conduct tend to go above and beyond what is required of them in order to complete their tasks to a satisfactory standard (Đorđević et al., 2021). At work, citizenship behaviour has a big influence. As an example, it was found that this kind of behaviour improves the performance of the organisation (Podsakoff et al., 2000). Several recent studies Silalahi *et al.* (2022) and Turan *et al.* (2019) have found that this kind of employee behaviour is beneficial to the effective use of the company's resources, organisational commitment, employee morale, and overall organisational goals. It has also been discovered to have a negative correlation with employee turnover.

Sportsmanship

The ability of an employee to put up with the annoyances and difficulties of organisational life without complaining is known as employee sportsmanship behaviour (Organ, 1990). In other words, it entails putting up with little annoyances and distractions at work without raising a fuss (Demerouti & Cropanzano, 2017). Employees who act in a sportsmanlike manner are more likely to help others complete tasks at work, show loyalty to employers and coworkers, promote a sense of community among coworkers and teams, and advance the objectives of the company while also improving the social and psychological climate there. (Yuvaraj, 2019).

Employee sportsmanship behaviour can increase organisational effectiveness by fostering social capital (for example, social capital is strengthened through the strengthening of network ties when employees exhibit helping behaviour, resulting in improvement of information transfer and organisational learning and effective execution of organisational activities). Other outcomes of employee sportsmanship behaviour at the organisational level include remuneration and recognition of employees for their efforts (Brown et al., 2019). Employee sportsmanship behaviour is related to individual level outcomes in addition to organisational outcomes, such as managerial evaluations of employee performance, decisions regarding reward distribution, and various withdrawal-related factors like absenteeism, employee turnover intention, and actual turnover (Chelagat et al., 2015).

Discretionary individual behaviour that is not directly or explicitly recognized by a formal incentive system and that enhances the efficient operation of the organisation as a whole is what is referred to as employee sportsmanship behaviour (Zainul & Zamrudi, 2019). Podsakoff et al. (2009) stated that employees who work outside of their regular duties and contribute to successful firms. Employee sportsmanship has a favorable impact on the effectiveness and success of the organisation. Because "conscientious employees tend to maintain high levels of production consistently, reducing variability in work unit performance," it affects the stability of organisational performance. Employee sportsmanship supports enhanced employee collaboration, pro-active assistance in addressing difficulties for others, and a willingness to participate in organisational events and meetings, all of which have a good effect on employees' performance. Additionally, it alters the culture and social climate of the entire company and raises worker productivity. According to Organ (1988), good sportsmanship is the disposition to cheerfully accept the inconveniences that are an essential part of practically any organisational situation. Podsakoff and MacKenzie (2014) study found that good sportsmanship boosts staff morale and reduces attrition. According to Podsakoff and MacKenzie (2014), good sportsmanship would raise workplace morale and, as a result, reduce employee turnover. According to Okpu and Eke (2020) displaying good sportsmanship entails "accepting less than ideal circumstances." To do this, one must be understanding, uncomplaining, and optimistic about the obstacles and difficulties the company faces. One must also make sacrifices to ensure that the business advances despite any animosity from coworkers. Citizenship, "responsibly participating in the life of the firm." Employees who exhibit this behavioural trait actively engage in all organisational activities, including attending meetings, promoting the company favorably to others, and being proactive in identifying the organisation's strengths, weaknesses, threats, and opportunities in its internal and external environment. By adhering to the culture, policies, and advocating tactics to help the organisation thrive, such an individual enthusiastically

identifies with the organisation and gladly accepts the responsibilities and expectations that such membership entails.

Theoretical Framework

Equity Theory

The Equity Theory was first introduced in 1963 by an American psychologist called John Stacey Adams. The theory examined the balance between the effort employees put into their work (input), and the result they get in return (output). Adams (1963) considered employee's input to include hard work, skills, and enthusiasm while output can be salary, recognition, and responsibility. The theorist noted that a proper balance between input and output ensures that an employee feels satisfied and motivated thus contributing to their productivity. Al-Zawahreh and Al-Madi (2012) noted that Equity Theory can help create an effective company structure in which employees are encouraged to carry out their work with conviction and passion.

Adams opined that employees lose motivation when they think or feel that their input is greater than their output. Adams Equity Theory further emphasized that employees place great importance on being treated fairly and equally. Treating different employees differently and unfairly can adversely affect employee's motivation. Skiba and Rosenberg (2011) noted that when employees are not treated fairly, they tend not to perform optimally, and there'll be a risk of high employee turnover. Adams Equity Theory suggested that the quantity and the quality of employees' input which include time, energy, skills, effort, knowledge, experience, etc must be commensurate with the output which could be financial rewards (salary, bonus, profit sharing, etc) or immaterial rewards (recognition, challenge, responsibility, etc).

Equity Theory offers ways to help motivate employees. Engaging employees to find out what motivates them can better inspire them and increase productivity (Huseman & Hatfield, 1990). The theory is built on the belief that employees become demotivated, both in relation to their job and their employer, if they feel as though their input is greater than the outputs. Employees respond to this feeling in different ways, they can be de-motivated, reduce effort, become disgruntled, or, in more extreme cases, perhaps even disruptive. Equity theory suggests that individuals evaluate the fairness of organisational processes (procedural justice) and outcomes (distributive justice) based on comparisons with others. Organisational justice must ensure that organisational practices, such as decision-making procedures and resource allocation, are perceived as fair and equitable to avoid feelings of inequity among employees. Perceived inequity can negatively impact employee motivation, job satisfaction, and commitment. By promoting fairness and equity in organisational practices, organisational justice can enhance employee morale and engagement, leading to improved performance and retention.

When individuals perceive inequity, they may engage in behaviours to restore balance and reduce tension. This can manifest as organisational citizenship behaviours, such as helping co-workers, volunteering for extra tasks, or offering constructive suggestions to improve organisational processes. Employees' perceptions of procedural and distributive justice influence their willingness to engage in OCBs. When individuals perceive fairness in organisational practices and outcomes, they are more likely to exhibit OCBs as a form of reciprocation for fair treatment. Equity theory suggests that promoting fairness and equity in the workplace fosters a positive organisational climate conducive to OCBs. When employees perceive fairness, they are

more likely to feel valued, respected, and committed to the organisation, leading to increased discretionary effort and citizenship behaviours.

In summary, equity theory provides insights into how perceptions of fairness and equity influence both organisational justice and citizenship behaviour within organisations. By promoting fairness and equity in organisational practices and outcomes, organisations can enhance employee motivation, engagement, and citizenship behaviours, leading to improved organisational performance and effectiveness.

Social Exchange Theory

Social exchange theory was first introduced in 1958 by a sociologist called George Homans. The theory first appeared in George Homans' essay "Social Behaviour as Exchange," (Lawler & Thye, 2006). Homans researched small groups and found that each member received praise and/or criticism from the group and other participants. Homans put forth a number of theories that view social activity as an exchange of both material and immaterial goods, such as money, time, effort, approbation, status, authority, and so forth (Chuang, 2010). Homans argued that people make sacrifices and expect to receive benefits in return. People will choose acts that are likely to earn them the highest reward since they anticipate being rewarded equally to what they give to others.

Social exchange theory suggests that individuals engage in organisational citizenship behaviours (OCBs) as a form of reciprocal exchange for positive treatment or rewards received from the organisation. When employees perceive fair and supportive treatment from the organisation, they are more likely to reciprocate by engaging in discretionary behaviours that benefit the organisation. Trust plays a crucial role in promoting OCBs within organisations. Employees are more willing to engage in OCBs when they trust that their efforts will be recognized, valued, and reciprocated by the organisation. Organisational justice can foster trust by promoting fairness, transparency, and open communication, thereby encouraging employees to go above and beyond their formal job duties.

In summary, social exchange theory provides insights into how perceptions of fairness, reciprocity, and trust influence both organisational justice and citizenship behaviour within organisations. By promoting fairness, transparency, and trust in organisational practices, organisations can enhance employee motivation, engagement, and citizenship behaviours, leading to improved organisational performance and effectiveness.

Empirical Review

Distributive Justice and Sportsmanship

Bala Subramanian et al. (2022) explored the role of distributive justice as an antecedent to feelings of gratitude toward the organisation. Time-lagged, multi-source data was collected from 185 employees and their supervisors employed in a large manufacturing organisation based in East India. Two significant findings emerged. First, the results indicate that feelings of gratitude signal fair distribution of benefits such that the employees go beyond the call of the duty to invest in organisational citizenship behaviours. Second, engagement in such acts seems to nullify their social debts highlighted in the social exchange perspective. Thus, a strong moral emotion, gratitude is a powerful vehicle that drives employees to act in the organisation's interests because doing is desirable and rightful.

Ucho and Atime (2013) investigated the impact of distributive justice and age on organisational citizenship behaviours. The study was conducted among non-teaching staff of Benue State University, Nigeria. Data was collected from 216 non-teaching employees from seven departments and units. The findings revealed that there was no significant relationship between age and conscientiousness, sportsmanship. There was a significant relationship between distributive justice and conscientiousness, sportsmanship

Haque and Aslam (2011) investigated the perceptions of Pakistani bankers towards distributive fairness and its effects on organisational citizenship behaviours directly and through the mediating role of emotional exhaustion and organisational attachment. Data was collected from 406 banking sector employees and analyzed through confirmatory factor analysis, structural equation model and correlation analysis. The study found that perceptions of distributive fairness have significant positive effects on organisational citizenship behaviours directly and through mediation of emotional exhaustion and organisational attachment.

Procedural Justice and Sportsmanship

Adebakin and Okon (2019) investigated the incidence of procedural justice, job satisfaction, and citizenship behaviour (OCB) of employees within small and medium scale enterprises (SMEs) in Nigeria. A cross-sectional survey design was employed to elicit information from 1420 employees randomly selected from 71 surveyed companies. Data analysis was done using correlation and hierarchical regression analysis. The result showed a significant relationship between procedural justice, job satisfaction, and OCB after controlling for age and gender. The study, therefore, concludes that procedural justice, job satisfaction and citizenship behaviour of SMEs employees are imperative for the success and ultimate survival of SMEs. The study recommends the need for managers of SMEs to monitor these three behavioural outcomes to ensure the sustainability of their businesses. This would in the long run improve employment and reduce poverty.

Yadav and Gupta (2017) attempt to understand job satisfaction (JS) and citizenship behaviour (OCB) in relation to procedural justice (PJ). A survey-based design was used to collect data from 204 employees in the National Capital Region of Delhi. Correlation, regression, and hierarchical multiple regression were used to test the model in the study. The mediation model was also tested using the bias-corrected percentile method with 5000 bootstrap samples. The results of the study corroborated with the previous findings and the stated hypotheses, with the exception that organisational trust was found not to mediate the relation between PJ and OCB. Managers must work towards establishing fair procedures in all aspects of organisational functioning. They should also decipher the attributes of organisational trust which are perceived as valuable by the employees.

Methodology

Research design guides a researcher as he collects, analyzes, interprets observations, and draws inferences concerning casual relations among study variables. It reveals whether the inferences drawn can be generalized (Nachmias et al., 2008). It is a comprehensive functional research strategy with methods connected to collect a valid and trustworthy body of data for empirically supported analyses, conclusions, and theory development. Moreover, research in social sciences is either cross-sectional or longitudinal in nature. In the former, the inquirer

explores the study sample at one period (Sekeran, 2003); while in the latter approach observations are made at many time intervals (Saunders *et al.*, 2009). This study will adopt a cross-sectional approach. The choice of this approach is because the study is descriptive in nature. The study aims at obtaining information on present state of phenomena (Mugenda & Mugenda, 2012; Orodho & Kombo, 2002) and provides an accurate profile of situations, people, objects, groups, environment or events (Zikmund *et al.*, 2010). This approach also gives insight into the features of a group as well as assisting in systematic thinking about aspects in each situation; it also offers ideas for further probe and facilitates certain simple decisions. Thus, cross-sectional survey design was chosen because important aspects of constructs of the study concerning the Bayelsa state civil service will be profiled.

Population of the Study

The population of a research study is the entire universe of all objects, people and entities with common features that are of interest to the researcher. For this study, the population is made up of all civil servants from 22 ministries in Bayelsa state who are captured in the Report of 2021 Biometrics Register. For this, the study population is twenty-five thousand, seven hundred and eighty-nine (25,789) civil servants. This figure is obtained from the Bayelsa States' Fiscal Transparency, Accountability and Sustainability (SFTAS) Program report of 2021.

Sample Size/Sampling Procedure

Sample size is a representative unit of the population studied. Where a population is large and cannot be feasibly covered, a sample size is used. To choose the employees of the selected ministries, this study will employ simple random sampling. This method was picked because it significantly boosts the results' credibility while lowering concerns about the chosen population. Since it offers an accurate measure of the population (i.e. there are no sampling errors). All civil servants from 22 ministries in Bayelsa state who are captured in the Report of 2021 Biometrics Register will constitute the population of this study

The sample size for this study is determined using the Taro Yamane sampling formula (Baridam, 2001). The Taro Yamane is considered as appropriate in this study based on its adoption of the 95% confidence interval, implied through its specification of the 0.05 error precision. According to Baridam; (2001), it offers social research studies a strong statistical estimate of population representativeness and modelling. The Taro Yamane formula is presented as follows:

$$n = \frac{N}{1+N(e)^2} \quad \text{Where: } N = \text{Population (25,789), } n = \text{sample size, } e = 0.05$$

Hence the calculation follows:

$$n = \frac{25,789}{1+25,789(0.05)^2}$$

$$n = \frac{25,789}{1+25,789(0.0025)}$$

$$n = \frac{25,789}{1+64.4725}$$

$$n = \frac{25,789}{65.4725}$$

$$n = \frac{65.4725}{394}$$

Sample size of each ministry

To obtain the sample size of each ministry, the Bowley’s 1964 formula was applied. The formula is stated below:

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

Where n_h = number of units allocated to each state

n = the total sample size

N_h = the number of hotels

N = the population

For this study, $n = 394$ and $N = 25,789$. The table below shows the number of units allocated to each ministry using the above formula.

Note that a sample of three hundred and fifty-nine (359) respondents were used in this study after all useable copies of the questionnaire were retrieved.

Table 1.1 Number of units allocated to each ministry.

S/N	NAMES OF MINISTRY	NO. OF STAFF	NO. OF UNITS
1	Ministry of Agriculture and Natural Resources	1,113	17
2	Ministry of Education	1,375	21
3	Ministry of Environment	1,244	19
4	Ministry of Budget and Economic Planning	1,113	17
5	Ministry of Health	1,374	21
6	Ministry of Finance	1,439	22
7	Ministry of Justice	1,374	21
8	Ministry of Transport	1,309	20
9	Ministry of Works	1,374	21
10	Ministry of culture, Tourism and Ijaw National Affairs	1,244	19
11	Ministry of Lands, Housing & Urban Development	1,113	17
12	Ministry of special Duties	916	14
13	Ministry of Women, Children Affairs & social Development	982	15
14	Ministry of labour, Employment & Empowerment	1,244	19
15	Ministry of Communication, Science and Technology	1,113	17
16	Ministry of Information, Orientation &	916	14

	Strategy		
17	Ministry of Local Government, Chieftaincy & Community Development	1,309	20
18	Ministry of Mineral Resources	1,047	16
19	Ministry of Power & Water Resources	1,244	19
20	Ministry of Special Project	851	13
21	Ministry of Trade, Industry & Investments	1,244	19
22	Ministry of Youth & Sports Development	851	13
	TOTAL	25,789	394

Source: Survey data 2026

Methods of Data Collection

Gray et al. (2016), proposed that data collecting is the meticulous, deliberate assembling of data from focus group discussions, narratives, and case studies. The primary data used in this study will be information about the study's key variables that was directly observed or collected from research participants (Sekaran & Bougie, 2016). Primary sources are first-hand accounts or individual representations, and creative works compiled by the researcher. Primary sources are used to make claims or criticisms, and they serve as evidence for theories.

Structured questionnaire will be used for data collection. The respondents will be assured of their anonymity, and this makes them freely answer the questions without reservation. The items of each dimension and measure will be adopted from different literature (Lee et al., 2013; Nachmias et al., 2008). The survey will be self-administered. The researcher will employ tailored cover letters, assuring responders of their confidentiality. The instrument is divided into three (3) parts. Statements about the respondents' demographic data are included in Section A. Elements on the organisational justice construct's dimensions are included in Section B. Measures of the concept of citizenship behaviour are discussed in Section C. The secondary data for this study will be acquired from already-published publications, such as current journals, textbooks, and magazines. Although these will not be used for the analysis, they will be used in the introduction and literature review sections.

Measurement of Variables

Organisational justice is made up of three dimensions, namely: distributive, procedural, and Distributive justice has four items adapted from Ucho and Atime (2013). examples of the items are: "My ministry compensates civil servants equitably"; "In my ministry, everyone receives the exact same benefit or have the same opportunity to receive same benefit". Procedural justice comprised four measurement indicators generated from the works of Adebakin and Okon (2019). Examples are: "Process of resolving disputes in my ministry is fair"; "Same process is usually followed for every individual in my ministry. The measures of citizenship behaviour are sportsmanship. Sportsmanship is described in four (4) items adapted from (Organ, 1988)..

Validity of Instrument

To reduce research mistakes, validity for design stresses the suitability of study variables.

Validity for measurement places emphasis on whether researchers are measuring what they plan to measure and on the validity of the inferences made from the testing of the hypotheses.

Baridam (2001) opined that validity is important while evaluating sufficiency of criterion measures, particularly when the variables under investigation are complex. Nachmias and Nachmias (2008) argued that validity can be content, empirical, and construct validity but Baridam (2001) identified four validity concerned with different measurement situations: Content Validity (divided into face validity and sampling validity); Predictive validity; Concurrent Validity; and Construct Validity. Construct validity occurs when items developed to operationalize a construct provide a relevant and adequate representation of the construct. Weiner and Craighead (2010) noted that "face validity test respondents view on a test being administered and the relevance of the items describing the variables".

To ensure content validity, the questionnaire will be examined by my supervisors, other management scholars (Kimberlin & Winterstein, 2008). This category of people will evaluate each item statement for relevance and clarity. Their evaluation may lead to some adjustments before its use.

Reliability of Instrument

Reliability measures the level of variable errors in an instrument. It is computed as the ratio of true-score variance to total variance in the scores as measured. The internal reliability will be measured using the Cronbach Alpha. Cronbach's Alpha measures the internal consistency of an instrument. It refers to the degree to which the measuring instrument items are homogenous and reflect identical underlying constructs (Cooper & Schindler, 2006). Conventionally, an Alpha of 0.7 or higher is generally acceptable for a reliability measurement tool.

Table 1.2: Reliability Statistics

SN	VARIABLES	DIMENSIONS/MEASURES	NO. OF ITEMS	CRONBACH'S ALPHA
1.	Organisational Justice	Distributive Justice	4	0.76
2.		Procedural Justice	4	0.83
3.	Citizenship Behaviour	Sportsmanship	4	0.82

Source: Survey data 2026

The reliability statistics presented in Table 3.2 indicate that all variables measured have Cronbach's Alpha values above the commonly accepted threshold of 0.70. This suggests that the scales used for distributive justice, procedural justice, sportsmanship. Virtue exhibit acceptable internal consistency, implying that the items within each dimension reliably measure their respective constructs.

Data Analysis Techniques

To evaluate the hypotheses, data analysis entails looking over, classifying, and tabulating the questionnaire replies. Mean and standard deviation was used as descriptive statistics to sum up the demographic information of the respondents, and a non-parametric test called the Spearman Rank Order Correlation Coefficient was used for the bi-variate analysis to examine the relationship between the dimensions of the independent variable and the measures of the dependent variable. Since all the variables in this study were collected at the ordinal level, the Spearman Rank Order Correlation Coefficient was used. The Statistical Package for Social Sciences (SPSS 25) tool was employed to evaluate the data gathered from the questionnaire.

Results

Univariate Analyses

In this section of the analysis, the data distribution for each of the study variables is addressed, ranging from the predictor variable organizational justice and its dimensions—to the criterion variable citizenship behavior and its measures. The distribution assessment tools utilized were the mean and standard deviation, which are commonly adopted for assessing central tendencies and dispersions (Field, 2018; Pallant, 2020). The mean point of 3.0 was used as the threshold for evaluating respondents' perceptions. A mean score greater than 3.0 indicates a favorable perception of the organizational justice dimensions, while a mean score below 3.0 suggests an unfavorable perception (Boone & Boone, 2012). Standard deviation values were also examined to assess the dispersion of responses around the mean. Lower standard deviation values indicate that responses were closely clustered around the mean, suggesting consensus among respondents, while higher standard deviation values suggest greater variability in responses (Tabachnick & Fidell, 2019).

Table 1.3 Univariate Analysis for Distributive Justice

	N	Min.	Max.	Mean	Std. Dev.
My ministry compensates civil servants equitably	359	1	5	3.61	1.443
In my ministry, everyone receives the exact same benefit or have the same opportunity to receive same benefit	359	1	5	3.83	1.279
Promotion in my ministry is based on performance and not favoritism.	359	1	5	4.07	1.102
Salary increasement in my ministry is usually dependent on prior performance	359	1	5	3.81	1.324
Grand Mean				3.83	
Valid N (listwise)	359				

Source: Survey Data, 2026 [Mean Cut-off Point = 3.00]

Table 1.3 illustrates the univariate analysis for distributive justice among civil servants within the ministry, based on responses from 359 participants. The results reveal a generally positive perception of distributive justice. Respondents strongly agree that "Promotion in my ministry is based on performance and not favoritism," with a high mean score of 4.07 (SD = 1.102). Additionally, there is agreement that "In my ministry, everyone receives the exact same benefit

or has the same opportunity to receive the same benefit," as shown by a mean score of 3.83 (SD = 1.279). The mean score for "Salary increases in my ministry are usually dependent on prior performance" is also high, at 3.81 (SD = 1.324), indicating agreement. However, the mean score for "My ministry compensates civil servants equitably" is slightly lower, at 3.61 (SD = 1.443). The grand mean of 3.83 suggests that, on average, respondents perceive a positive level of distributive justice within their ministry.

Table 1.4 Univariate Analysis for Procedural Justice

	N	Min.	Max.	Mean	Std. Dev.
Process of resolving disputes in my ministry is fair	359	1	5	3.63	1.432
Same process is usually followed for every individual in my ministry	359	1	5	4.12	1.027
My ministry gives disputing parties fair hearing while attempting to resolve disputes	359	1	5	3.97	1.233
My ministry is transparent in its processes and procedures	359	1	5	3.72	1.380
Grand Mean				3.86	
Valid N (listwise)	359				

Source: Survey Data, 2026 [Mean Cut-off Point = 3.00]

Table 1.4 illustrates the univariate analysis for procedural justice based on responses from 359 civil servants. The results indicate a generally positive perception of procedural justice within the ministry. Respondents strongly agree that "The same process is usually followed for every individual in my ministry," with a mean score of 4.12 (SD = 1.027). There is also significant agreement with the statement "My ministry gives disputing parties fair hearing while attempting to resolve disputes," which has a mean score of 3.97 (SD = 1.233). The statement "My ministry is transparent in its processes and procedures" is similarly well-regarded, with a mean score of 3.72 (SD = 1.380). The perception that "The process of resolving disputes in my ministry is fair" has a slightly lower mean score of 3.63 (SD = 1.432), but still indicates agreement. The grand mean of 3.86 suggests that, on average, respondents view the procedures and processes within their ministry positively.

Table 1.5 Univariate Analysis for Sportsmanship

	N	Min	Max	Mean	Std. Dev.
My colleagues lend a compassionate ear when someone has a work problem.	359	1	5	3.17	1.201
My colleagues lend a compassionate ear when someone has a personal problem.	359	2	5	3.22	1.212
My colleagues change vacation schedule, workdays, or shifts to accommodate co-worker's needs.	359	2	5	3.81	1.283
My colleagues volunteer for extra work assignments.	359	1	5	3.56	1.322

Grand Mean	3.44
Valid N (listwise)	359

Source: Research Data (SPSS Output), 2026

Table 1.5 presents the univariate analysis for sportsmanship behaviors based on responses from 359 participants. The results indicate a generally positive perception of sportsmanship within the workplace. Respondents agree that "My colleagues change vacation schedules, workdays, or shifts to accommodate co-worker's needs," as reflected by a mean score of 3.81 (SD = 1.283). Similarly, the statement "My colleagues volunteer for extra work assignments" receives strong agreement, with a mean score of 3.56 (SD = 1.322). The perception that "My colleagues lend a compassionate ear when someone has a personal problem" is also positively rated, with a mean score of 3.22 (SD = 1.212). Lastly, the statement "My colleagues lend a compassionate ear when someone has a work problem" has a mean score of 3.17 (SD = 1.201), indicating agreement. The grand mean of 3.44 suggests that, on average, respondents perceive a positive level of sportsmanship among their colleagues.

Bivariate Analyses and Test of Hypotheses

The bivariate analysis for this study captures and addresses the test for the relationship between the dimensions of organisational justice and the measures of citizenship behaviour. The evidence on the relationship between the variables is illustrated using contingency tables that reflect the outcome of each hypotheses test between a dimension of organisational justice and the measures of citizenship behaviour. The test is also carried out using the Spearman's rank order correlation coefficient at a 0.01 level of significance where $p < 0.01$ would imply a significant relationship and as such a rejection of the null hypothesis, and $P > 0.01$ would imply an insignificant relationship and as such a re-affirmation and acceptance of the null hypothesis.

Distributive Justice and Sportsmanship

H_{01} : There is no significant relationship between distributive justice and sportsmanship of civil servants in Bayelsa State.

Table 1.6 Correlation Matrix between Distributive Justice and Sportsmanship

		Distributive Justice		Sportsmanship
Spearman's rho	Distributive Justice	Correlation	1.000	.742**
		Coefficient		
		Sig. (2-tailed)	.	.000
	Sportsmanship	Correlation	.742**	1.000
		Coefficient		
		Sig. (2-tailed)	.000	.
		N	359	359

** . Correlation is significant at the 0.01 level (2-tailed).

Source: Research Data (SPSS Output), 2026

The Spearman's rho correlation matrix presented in Table 1.6 indicates a positive and statistically significant relationship between distributive justice and sportsmanship among civil

servants in Bayelsa State, with a correlation coefficient of 0.742 ($p < 0.01$). This value suggests a strong positive correlation, meaning that as perceptions of distributive justice increase, the level of sportsmanship among civil servants also tends to increase.

Decision: Given that the p-value is 0.000, which is below the 0.01 significance threshold, the null hypothesis (H_01) is rejected. This confirms that a positive and significant relationship exists between distributive justice and sportsmanship among civil servants in Bayelsa State.

Procedural Justice and Sportsmanship

H_{02} : There is no significant relationship between procedural justice and sportsmanship of civil servants in Bayelsa State.

Table 1.7 Correlation Matrix between Procedural Justice and Sportsmanship

		Procedural Justice	Sportsmanship
Spearman's rho	Procedural Justice	Correlation Coefficient	1.000
		Sig. (2-tailed)	.
	Sportsmanship	Correlation Coefficient	.652**
		Sig. (2-tailed)	.000
		N	359
		N	359

** . Correlation is significant at the 0.01 level (2-tailed).

Source: Research Data (SPSS Output), 2026

The Spearman's rho correlation matrix in Table 1.7 shows a strong positive and statistically significant relationship between procedural justice and sportsmanship among civil servants in Bayelsa State, with a correlation coefficient of 0.652 ($p < 0.01$). This indicates that better perceptions of procedural justice are associated with higher levels of sportsmanship among civil servants. The strength of this correlation suggests that procedural justice significantly contributes to sportsmanship behavior.

Decision: With a p-value of 0.000, which is below the 0.01 significance threshold, the null hypothesis (H_02) is rejected. This confirms that there is a positive and significant relationship between procedural justice and sportsmanship among civil servants in Bayelsa State.

Discussion

This section provides an explanation of the relationship between each dimension of the independent variable and the measure of the dependent variable based on the result from the data analyzed.

Distributive Justice and Sportsmanship

The study hypothesized that there is no significant relationship between distributive justice and sportsmanship among civil servants in Bayelsa State. However, the correlation results revealed a positive and significant relationship between these variables, suggesting that fairness in resource distribution positively influences sportsmanship behavior among civil servants. This finding implies that civil servants who perceive that their ministry is fair in distributing

resources, rewards, and opportunities are more likely to display sportsmanship, such as helping colleagues without expecting anything in return and showing loyalty to the organization even during challenging times. Additionally, Ucho and Atime (2013) found a significant relationship between distributive justice and sportsmanship among non-teaching staff in Nigeria, further corroborating the current study's results. Haque and Aslam (2011) also demonstrated a positive relationship between distributive fairness and sportsmanship in the banking sector, reinforcing the idea that perceived fairness in distribution encourages sportsmanship behaviors.

Theoretically, this finding supports equity theory, which suggests that individuals compare their input-outcome ratios with those of others. When they perceive equity, they are motivated to contribute positively to the organization, manifesting in behaviors like sportsmanship. Practically, this means that ministries should focus on creating and maintaining fair distribution practices, which could foster a collaborative and supportive work environment. Policy-wise, it is recommended that the Bayelsa State civil service institutionalize policies that ensure transparent and equitable distribution of resources, rewards, and opportunities. This would not only enhance sportsmanship but also contribute to a more cohesive and productive workforce.

Procedural Justice and Sportsmanship

The study hypothesized that there is no significant relationship between procedural justice and sportsmanship among civil servants in Bayelsa State. However, the correlation results revealed a positive and significant relationship, indicating that when civil servants perceive fairness in the processes and procedures used in decision-making, they are more likely to exhibit sportsmanship behaviors. This finding suggests that transparent and consistent procedures in the ministry lead to a work environment where employees are more willing to help each other, show loyalty, and maintain a positive attitude even in difficult situations. Adebakin and Okon (2019) similarly found a significant relationship between procedural justice and organizational citizenship behaviors, including sportsmanship, in Nigerian SMEs, reinforcing the idea that fair decision-making processes contribute to positive organizational behaviors. Daniel (2016) also revealed a positive correlation between procedural justice and sportsmanship in the banking sector, indicating that employees who perceive fairness in procedures are more likely to exhibit sportsmanship.

Theoretically, this aligns with the fairness heuristic theory, which posits that individuals use fairness as a heuristic to guide their behavior, especially in uncertain situations. Procedural justice provides a sense of predictability and trust, encouraging employees to engage in discretionary behaviors that benefit the organization. Practically, ministries should ensure that their decision-making processes are perceived as fair and consistent to foster a cooperative and supportive work culture. From a policy standpoint, the Bayelsa State civil service should institutionalize clear and transparent procedural guidelines to enhance the perception of fairness among civil servants, which will likely boost sportsmanship behaviors and improve overall organizational performance.

Summary of Findings

This section of the study summarizes and concludes the outcome of the investigation on the relationship between organisational justice and organisational citizenship behaviour. Evidence from the test of hypotheses points to the imperatives of dimensions such as distributive, and

procedural on the functioning of the organization. The development of sportsmanship behaviour are such that are based on identifying the ideal behaviour as well as individual skills needed in the organization and the improvement of the skills and potentials or ability of the employee.

A total of 2 hypotheses (bivariate) were tested with results showing all hypotheses as lacking in statistical or empirical support, hence a rejection of all prior hypothetical statements as the result show that all dimensions of organisational justice significantly contribute towards an enhance outcome of citizenship behaviour in Bayelsa State civil service. From the results of the tested hypotheses, the summary of the findings are as follows:

1. There is a positive and significant relationship between distributive justice and sportsmanship in Bayelsa State civil service ($r = 0.742$, $p = 0.001$).
2. There is a positive and significant relationship between procedural justice and sportsmanship in Bayelsa State civil service ($r = 0.652$, $p = 0.000$).

Conclusion

This study aimed to investigate the relationships between organizational justice and organizational citizenship behavior among civil servants in Bayelsa State. A total of nine hypotheses were tested, focusing on the associations between distributive justice, procedural justice, and interactional justice with sportsmanship. The results revealed that all hypotheses were supported, with each dimension of organizational justice showing a positive and significant relationship with the different facets of organisational citizenship behaviour. Specifically, higher perceptions of fairness in resource distribution, decision-making processes, and interpersonal interactions were consistently associated with increased levels of sportsmanship among the civil servants. These results emphasize the importance of fostering a just work environment to enhance positive employee behaviors, which are vital for the overall effectiveness and productivity of the civil service in Bayelsa State. The study concludes that there is a positive and significant relationship between organizational justice and organizational citizenship behavior among civil servants in Bayelsa State.

Recommendations

In line with the findings of this study, the following recommendations are put forward:

1. Bayelsa State civil service should ensure that ministries practice distributive justice to promote sportsmanship behavior. By ensuring fair and equitable distribution of resources, ministries can foster an environment where civil servants are more willing to help others, show loyalty to their employers and coworkers, and maintain a positive social and psychological climate, which will enhance sportsmanship behaviors.
2. Bayelsa State civil service should promote procedural justice by ensuring fairness and transparency in the processes used to make decisions, resolve conflicts, and allocate resources. This will strengthen sportsmanship behavior, leading civil servants to maintain consistent productivity and reduce variability in work unit performance.

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