



ORGANIZATIONAL JUSTICE AS PREDICTOR OF EMPLOYEE TURNOVER INTENTION IN THE NIGERIA POLICE FORCE: EVIDENCE FROM THE FEDERAL CAPITAL TERRITORY (FCT) COMMAND

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Abstract

Employee turnover intention remains a major challenge in law enforcement organizations, especially in developing countries where concerns about organizational justice are often pronounced. This study examines the predictive roles of distributive, procedural, and interactional justice on employee turnover intention among personnel of the Nigerian Police Force, with particular focus on the Federal Capital Territory (FCT) Command. Anchored on Organizational Justice Theory, the study adopts a quantitative research design and uses a structured questionnaire administered to officers drawn from a population of 5000 personnel from selected divisions within the FCT Command. Data are analyzed using descriptive statistics and multiple regression techniques to determine the extent to which the three dimensions of organizational justice predict turnover intention. The study revealed that perceptions of distributive, procedural, and interactional justice will significantly influence officers' intention to leave the organization, with procedural and interactional justice having stronger predictive effects. The study contributes to the growing literature on organizational behaviour in paramilitary institutions and offers practical insights for police administrators and policymakers. Specifically, it highlights the importance of fair resource distribution, transparent decision-making processes, and respectful interpersonal treatment in reducing turnover intention and improving retention among police personnel. The study concludes that strengthening organizational justice can serve as an important human resource strategy for enhancing employee commitment and organizational stability within the Nigerian Police Force.

Keywords: Organizational justice, distributive justice, procedural justice, interactional justice, employee turnover intention, employee retention.

1. INTRODUCTION

Employee turnover has become a major concern in organizations because of its implications for workforce stability, productivity, and organizational effectiveness. In both public and private institutions, employees' intention to leave often reflects deeper organizational problems such as dissatisfaction, poor working conditions, inadequate rewards, weak support, and perceived unfairness in workplace practices. Turnover intention is widely regarded as one of the strongest immediate precursors of actual employee turnover (Hom et al., 2017; Mobley, 1977). In paramilitary institutions such as the police, turnover intention is particularly significant because the nature of the job requires discipline, commitment, loyalty, and a high level of psychological investment. One important factor that has consistently received scholarly attention in explaining employee attitudes and behaviour is organizational justice. Organizational justice refers to employees' perceptions of fairness in the workplace and the extent to which they believe that organizational outcomes, procedures, and interpersonal treatment are fair, equitable, and



respectful (Greenberg, 1987). The concept is commonly discussed in three dimensions: distributive justice, procedural justice, and interactional justice. Distributive justice relates to the fairness of outcomes such as pay, promotion, recognition, workload, and access to organizational benefits. Procedural justice focuses on the fairness of the processes used in making decisions that affect employees. Interactional justice concerns the quality of interpersonal treatment employees receive from supervisors and authorities, including respect, dignity, truthfulness, and adequate explanation of decisions (Colquitt, 2001). These dimensions of justice are important because employees often judge their organizations not only by what they receive, but also by how decisions are made and how they are treated in the process. Where employees perceive unfairness in reward allocation, bias in decision-making, or disrespectful treatment from superiors, they may become dissatisfied, withdrawn, and more likely to consider leaving the organization. In contrast, when workers perceive fairness in organizational practices, they are more likely to show trust, commitment, cooperation, and willingness to remain (Cropanzano et al., 2007). Thus, organizational justice has become a useful framework for understanding employee turnover intention across different institutional settings.

In the Nigerian Police Force, issues of fairness are especially important because of the structured hierarchy, centralized command system, disciplinary procedures, and strong dependence on superiors for postings, promotions, welfare, and access to opportunities. Police personnel work under demanding and often stressful conditions, including exposure to risk, heavy workloads, public scrutiny, and institutional pressure. In such a context, perceptions of injustice in resource distribution, promotion practices, disciplinary actions, transfers, and day-to-day interactions with senior officers may significantly shape attitudes toward the organization. Where officers perceive that rewards are unfairly distributed, procedures are biased, or interpersonal treatment is disrespectful, they may develop negative feelings that increase their intention to leave the service. Prior Nigerian evidence also shows that organizational justice is related to important work outcomes among police officers, including commitment, while related research in police institutions has linked justice perceptions with turnover intention (Amah et al., 2021; Ukeh et al., 2023). Although several studies have examined organizational justice and employee outcomes such as job satisfaction, commitment, performance, and turnover intention in general work settings, relatively limited attention has been paid to paramilitary institutions in Nigeria, particularly the Nigerian Police Force. Much of the broader literature has focused on sectors such as banking, education, and health, leaving a gap in knowledge regarding how justice perceptions affect police personnel in a command-based and high-stress work environment (Cropanzano et al., 2007; Hom et al., 2017). This gap is important because the police occupy a unique organizational setting characterized by command structures, strict authority relations, and occupational stress, all of which may shape the way justice is experienced and interpreted.

This study therefore examines distributive, procedural, and interactional justice as predictors of employee turnover intention in the Nigerian Police Force, with specific focus on the FCT



Command. The study seeks to determine whether perceptions of fairness in outcomes, procedures, and interpersonal treatment significantly influence officers' intention to leave the organization. By doing so, it contributes to the literature on organizational behaviour and human resource management in security institutions and provides evidence that may guide policy and administrative reforms aimed at improving retention, morale, and institutional effectiveness.

1.1. Statement of the Problem

Employee turnover intention is a serious organizational issue because it reflects declining morale, weak commitment, and possible withdrawal from the workplace. In the Nigerian Police Force, this problem is particularly important because policing depends on discipline, loyalty, teamwork, and continuity of service. When officers begin to think of leaving the organization, the consequences may include reduced motivation, lower productivity, poor service delivery, and weakened organizational effectiveness. Police personnel in Nigeria work within a highly demanding environment characterized by strict hierarchy, centralized authority, occupational stress, and exposure to risk. Within such a setting, fairness in promotion, rewards, postings, welfare, disciplinary measures, and treatment by superiors becomes very important. However, concerns are often raised about unequal opportunities, biased procedures, and unfair interpersonal treatment. When officers perceive injustice in these areas, they may become dissatisfied, lose trust in the system, and develop intentions to leave the organization.

Organizational justice provides a useful framework for explaining this problem. It focuses on employees' perceptions of fairness in workplace outcomes, decision-making procedures, and interpersonal relations. Its three dimensions, distributive justice, procedural justice, and interactional justice, are especially relevant in the Nigerian Police Force, where career progression, access to benefits, and daily interactions are largely shaped by superiors and institutional procedures. If officers believe that rewards are unfairly distributed, procedures are not transparent, or they are treated without respect and dignity, such perceptions may influence their attitude toward the organization and increase turnover intention. Although organizational justice has been widely studied in relation to employee attitudes and behaviour, most existing studies have focused on sectors such as banking, education, healthcare, and the general public service. Limited empirical attention has been given to the Nigerian Police Force, despite its unique organizational structure and the strategic importance of its personnel. More specifically, there is inadequate evidence on how distributive, procedural, and interactional justice predict employee turnover intention among police personnel in Nigeria.

1.2. Objectives of the Study

1. examine the effect of distributive justice on employee turnover intention in the Nigerian Police Force.
2. determine the effect of procedural justice on employee turnover intention in the Nigerian Police Force.



3. assess the influence of interactional justice on employee turnover intention in the Nigerian Police Force, and
4. examine the joint influence of distributive, procedural, and interactional justice on employee turnover intention in the Nigerian Police Force.

1.3. Research Questions

The study was guided by the following research questions:

1. What is the effect of distributive justice on employee turnover intention in the Nigerian Police Force?
2. Does procedural justice affect employee turnover intention in the Nigerian Police Force?
3. How does interactional justice influence employee turnover intention in the Nigerian Police Force?
4. What is the joint influence of distributive, procedural, and interactional justice on employee turnover intention in the Nigerian Police Force?

2. LITERATURE REVIEW

2.1 Conceptual Review

2.1.1 Employee Turnover Intention

Employee turnover intention refers to an employee's conscious and deliberate willingness to leave an organization in the foreseeable future. It is widely regarded as one of the strongest immediate antecedents of actual turnover. Classic turnover models, including Mobley's (1977) work, treated quitting as a process that begins with dissatisfaction and develops into thoughts of withdrawal, intention to quit, and eventual exit. More recent reviews continue to identify turnover intention as a central explanatory variable in turnover research (Hom et al., 2017). Turnover intention is significant because it reveals the employee's psychological relationship with the organization even before actual departure occurs. Workers who intend to leave often show reduced enthusiasm, weaker commitment, lower productivity, and diminished willingness to invest effort in organizational goals. Thus, turnover intention is not merely a future possibility; it is already an indicator of present organizational strain. It has therefore been widely used in organizational studies as a proxy for retention risk and workforce instability.

In paramilitary institutions such as the police, turnover intention carries particular importance because policing requires continuity, teamwork, discipline, and long-term commitment. Even where formal resignation is limited or uncommon, officers still exhibit psychological withdrawal through declining morale, reduced extra-role effort, and emotional disengagement from the institution. In the Nigerian, where policing is already challenged by stress, institutional pressure, and public scrutiny, turnover intention among officers can undermine service delivery, organizational stability, and professional effectiveness (Faloye, 2014).



2.1.2. Organizational Justice

Organizational justice refers to employees' perception of fairness in the workplace, especially regarding the distribution of outcomes, the procedures used in decision-making, and the quality of interpersonal treatment they receive from authorities. Greenberg (1987) is widely credited with consolidating organizational justice as a major field of inquiry in organizational behaviour, while later scholarship refined its dimensions and measurement. Colquitt (2001) conceptualized organizational justice as a multidimensional construct comprising distributive, procedural, interpersonal, and informational justice, though many empirical studies continue to discuss interactional justice as a broader category covering interpersonal and informational elements. Cropanzano et al. (2007) argue that justice perceptions are central to how employees evaluate their relationship with an organization because fairness communicates value, respect, and legitimacy. The importance of organizational justice lies in its capacity to shape major work outcomes. When employees perceive fairness, they are more likely to demonstrate trust in management, organizational commitment, job satisfaction, cooperation, and willingness to remain with the organization. Conversely, perceived injustice often generates dissatisfaction, cynicism, emotional withdrawal, and deviant or exit-oriented behaviour. Justice perceptions therefore serve as an important explanatory lens for understanding why employees either remain committed to, or become detached from, their organizations.

In command-based institutions such as the police, organizational justice is especially significant because formal authority, hierarchy, discipline, and supervisory control are deeply embedded in everyday work life. Decisions relating to promotion, transfer, discipline, welfare, and duty allocation are often consequential and highly visible. As a result, police personnel are likely to be sensitive not only to the outcomes of decisions but also to whether the procedures are fair and whether superiors communicate with dignity and respect. In such settings, organizational justice becomes a critical determinant of morale, loyalty, commitment, and turnover intention.

2.1.3. Distributive Justice

Distributive justice concerns the perceived fairness of the outcome's employees receive from an organization. It focuses on whether rewards, sanctions, benefits, recognition, promotions, and workloads are allocated in a manner employees consider equitable. The intellectual roots of distributive justice are commonly traced to equity theory, especially Adams' (1965) argument that workers compare their inputs and outcomes with those of relevant others and assess fairness on that basis. When employees perceive imbalance or inequity, negative emotional and behavioural reactions are likely to follow.

In organizational settings, distributive justice applies to such issues as pay, promotion, access to opportunities, recognition, training, welfare benefits, and disciplinary consequences. Employees tend to perceive distributive justice when organizational outcomes correspond reasonably with effort, performance, competence, and sacrifice. However, when rewards are perceived to be



based on favoritism, bias, or arbitrary judgment, feelings of injustice emerge. Such perceptions may cause employees to feel undervalued and exploited, thereby reducing commitment and increasing withdrawal tendencies (Adams, 1965; Colquitt, 2001). Within the Nigerian Police Force, distributive justice is highly relevant because officers often evaluate fairness through visible organizational outcomes such as promotion, desirable postings, commendation, training access, welfare, and official recognition. Where these outcomes are perceived as unevenly distributed or disconnected from merit, officers may become frustrated and emotionally detached from the institution. In turn, such dissatisfaction may heighten turnover intention, even where actual exit is constrained by the nature of police service.

2.1.4 Procedural Justice

Procedural justice refers to the perceived fairness of the methods, rules, and processes used to arrive at organizational decisions. Unlike distributive justice, which emphasizes outcomes, procedural justice focuses on how those outcomes are determined. Leventhal (1980) provided one of the most influential formulations of procedural fairness by identifying key criteria such as consistency, bias suppression, accuracy, correctability, representativeness, and ethicality. These criteria remain foundational in justice research because they explain why employees may accept even unfavourable outcomes when they believe the process was fair. Procedural justice is important because organizational decisions are rarely judged solely by their results. Employees also care about whether procedures are transparent, consistently applied, evidence-based, and open to review. Fair procedures communicate neutrality and institutional integrity, whereas unfair procedures suggest arbitrariness, exclusion, and abuse of authority. Because of this, procedural justice is strongly associated with trust in management, legitimacy of authority, and acceptance of organizational decisions.

In the Nigerian Police Force, procedural justice is particularly salient because career progression and workplace experiences are heavily shaped by formal administrative processes. Recruitment, promotion, transfer, discipline, deployment, and access to opportunities all depend on procedural mechanisms. If officers perceive these procedures as biased, politicized, inconsistent, or opaque, they may lose confidence in the organization and become more likely to consider leaving. In contrast, when processes are seen as transparent and predictable, officers are more likely to accept decisions and sustain commitment to the Force.

2.1.5. Interactional Justice

Interactional justice refers to the fairness employees perceive in the quality of interpersonal treatment they receive from supervisors and authorities during the implementation of procedures and decisions. Bies and Moag (1986) introduced interactional justice to capture the communicative and relational dimensions of fairness, emphasizing respect, politeness, honesty, and adequacy of explanations. Later scholarship, particularly Colquitt (2001), separated this into interpersonal justice and informational justice, but both remain closely related to the broader idea of interactional fairness.



Interactional justice matters because employees experience organizational life not only through formal rules but also through everyday interactions with superiors. Decisions that are difficult or unfavourable may still be tolerated when they are communicated with sensitivity, dignity, and sufficient explanation. By contrast, harsh communication, humiliation, neglect, or dismissive treatment can intensify employees' perception of injustice even when formal procedures appear legitimate. For this reason, interactional justice is strongly linked to emotional responses, organizational attachment, and withdrawal-related outcomes (Bies & Moag, 1986; Cropanzano et al., 2007). This dimension is important in the Nigerian Police Force because the chain of command structures the daily relationship between senior and junior officers. Superiors control communication, discipline, instruction, feedback, and access to institutional support. When officers are treated respectfully and informed honestly, they are more likely to feel recognized as valued members of the organization. However, repeated experiences of disrespect, intimidation, or poor communication may foster resentment and psychological withdrawal, thereby increasing turnover intention.

2.2 Theoretical Framework

Organizational Justice Theory explains how employees' perceptions of fairness in the workplace influence their attitudes and behaviour toward an organization. Developed from the works of Adams (1965), Leventhal (1980), Greenberg (1987), and Colquitt (2001), the theory emphasizes that employees are concerned not only with organizational outcomes but also with the fairness of decision-making processes and interpersonal treatment. The theory identifies three major dimensions of justice: distributive justice, which relates to the fairness of rewards and outcomes; procedural justice, which concerns the fairness of organizational procedures and decision-making processes; and interactional justice, which focuses on respectful and dignified treatment by supervisors and authorities.

The theory is relevant to this study because it explains how perceptions of fairness influence employee turnover intention. In the Nigerian Police Force, officers constantly assess whether promotions, welfare, transfers, disciplinary actions, and workplace interactions are fair. When officers perceive injustice in outcomes, procedures, or interpersonal treatment, they may become dissatisfied, lose trust in the organization, and develop intentions to leave. Conversely, fair treatment is likely to strengthen morale, commitment, and retention. Organizational Justice Theory is therefore appropriate for explaining how distributive, procedural, and interactional justice predict employee turnover intention among police personnel in the FCT Command of the Nigerian Police Force.

2.3 Review of Empirical Studies

Empirical studies have consistently shown that organizational justice is an important predictor of employee turnover intention. One of the strongest pieces of evidence comes from Özkan's (2022) meta-analytic review, which synthesized 83 correlation values and found that distributive



justice, procedural justice, interactional justice, and overall organizational justice were all negatively related to turnover intention. The study reported moderate inverse effect sizes, indicating that employees who perceive higher levels of fairness in outcomes, procedures, and interpersonal treatment are generally less likely to intend to leave their organizations. Özkan (2022) therefore provides broad empirical support for the argument that organizational justice is a significant antecedent of turnover intention across different contexts.

Recent public-sector evidence also supports this relationship. For example, Moon et al. (2024), in a study of Korean public employees, found that distributive justice, procedural justice, and interactional justice all had significant negative effects on turnover intention. The study further showed that procedural justice had a stronger effect among younger employees in the MZ generation. This suggests that while all three dimensions of justice are relevant, their relative predictive strength may vary depending on the organizational and demographic context. For the present study, this finding is important because it justifies examining distributive, procedural, and interactional justice both independently and jointly as predictors of turnover intention. In the Nigeria, studies have equally demonstrated that organizational justice significantly influences turnover intention. Idriss et al. (2021), in a study of 388 academic staff from public universities in northeastern Nigeria, found that organizational justice was a strong predictor of employee turnover intention. This finding is relevant because it confirms that justice perceptions matter in Nigerian institutions and can shape employees' intention to remain in or leave their organizations. However, since the study was conducted in the university system rather than in a paramilitary setting, its findings cannot be directly generalized to the Nigerian Police Force without further empirical investigation.

Evidence from police-related environments also supports the relevance of organizational justice to turnover intention. Ukeh et al. (2023), in a study of employees of the Nigeria Police Academy, Wudil, Kano, found that perceived organizational justice was negatively and significantly correlated with turnover intention. However, the study further showed that organizational justice did not significantly predict turnover intention in the regression model once perceived alternative employment opportunities were considered. Instead, perceived alternative employment opportunities significantly predicted turnover intention and moderated the justice–turnover relationship. This finding suggests that, in police-related institutions, justice may matter, but its effect may depend partly on whether employees believe they have other employment options. The implication of the foregoing is that although the broader literature strongly supports a negative relationship between organizational justice and turnover intention, the pattern is not always identical across sectors and institutional settings. In some studies, all dimensions of justice significantly predict turnover intention; in others, one or more dimensions may be weaker, indirect, or contingent on contextual factors. This is particularly important for the present study because the Nigerian Police Force operates within a rigid command structure, high-stress work environment, and limited mobility context, all of which may shape how officers



interpret fairness and whether such perceptions translate into turnover intention.

Finally from the above, empirical literatures shows that distributive justice, procedural justice, and interactional justice are relevant variables in explaining employee turnover intention. Nevertheless, there remains a gap in the literature concerning operational police commands in Nigeria, especially the Federal Capital Territory Command. Most Nigerian studies have focused on universities or the Police Academy rather than active police command structures. This creates an important empirical gap, which the present study seeks to fill by examining how distributive, procedural, and interactional justice predict employee turnover intention among personnel of the Nigerian Police Force in the FCT Command.

3. METHODOLOGY

3.1 Research Design

This study adopted a quantitative research design using the cross-sectional survey method. A cross-sectional survey design enabled the researcher to obtain data from respondents at a single point in time and to analyze the relationships among the study variables statistically.

3.2 Population of the Study

The population of the study comprised police personnel in the Federal Capital Territory (FCT) Command of the Nigerian Police Force, estimated at 5,000 officers. The population included both senior and junior officers serving in different divisions, departments, and operational units within the Command. These officers were considered appropriate for the study because they function within the command structure of the Nigerian Police Force and are directly affected by issues relating to organizational rewards, procedures, supervision, and workplace relationships. Civilian staff attached to the Command were excluded from the study because the focus of the research was specifically on police personnel whose work experience is shaped by paramilitary discipline, command hierarchy, and police administrative processes. The population therefore covered only those officers who could meaningfully respond to issues concerning distributive justice, procedural justice, interactional justice, and turnover intention in the context of police service.

3.3 Sample Size and Sampling Technique

A sample size of 420 **police personnel** was selected from the population of 5,000 officers in the FCT Command. The sample size was considered adequate for the study because it provided a sufficient basis for statistical analysis while remaining manageable for field administration.

The sample size was derived using Yamane's formula for finite populations:

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



Where:

n = sample size

N = population size

e = level of precision or margin of error

Using a population of 5,000 officers and a margin of error of 0.05, the formula yields a sample size of approximately 420 in order to improve representativeness and to accommodate possible non-response, incomplete responses, or improperly filled questionnaires. The larger sample was therefore considered methodologically sound and appropriate for the study.

The study adopted a multi-stage sampling technique. First, relevant divisions, departments, and units within the FCT Command were purposively selected to ensure coverage of key operational and administrative sections. Next, the selected units were stratified into senior and junior officers to ensure proper representation of rank categories. Finally, simple random sampling was used to select respondents, giving all eligible officers equal chances of participation and reducing selection bias. This approach enhanced the representativeness and fairness of the sampling process.

3.4 Instrument for Data Collection, Validity and Reliability of the Instrument.

Data were collected using a structured questionnaire designed by the researcher and adapted from established literature, particularly Jason A. Colquitt's (2001) organizational justice scale. The questionnaire had five sections covering demographic information, distributive justice, procedural justice, interactional justice, and employee turnover intention. Responses were measured using a five-point Likert scale ranging from Strongly Agree to Strongly Disagree. The instrument was considered suitable because it allowed respondents to express the degree of agreement with each statement and enabled easy quantitative analysis.

The validity of the instrument was established through face and content validity. Experts in sociology, organizational behaviour, and measurement and evaluation reviewed the questionnaire to ensure that the items adequately measured the study variables. Their suggestions helped refine and improve the instrument. Reliability was established through a pilot study conducted among police personnel with characteristics similar to the study population. Data from the pilot test were analyzed using Cronbach's alpha coefficient, with a reliability threshold of 0.70 considered acceptable based on the recommendation of Jum C. Nunnally and Ira H. Bernstein (1994). The result confirmed that the questionnaire items were internally consistent and reliable for measuring the intended constructs.

The study used the direct administration method for data collection. Questionnaires were personally distributed by the researcher, with the assistance of trained research aides where necessary. Respondents were informed about the purpose of the study and assured of



confidentiality, anonymity, and the academic use of the information provided. This method was adopted to improve the response rate, allow clarification of questionnaire items where necessary, and ensure proper completion of the instrument.

3.5 Method of Data Analysis

Data collected from the field were coded and analyzed using the SPSS. Both descriptive and inferential statistics were employed. Descriptive statistics such as frequency counts, percentages, mean, and standard deviation were used to summarize respondents' demographic characteristics and describe responses on the study variables. Inferential statistics, including simple regression, multiple regression, and Pearson Product Moment Correlation, were used to test the hypotheses and examine the relationships and predictive influence of distributive justice, procedural justice, and interactional justice on employee turnover intention. All hypotheses were tested at a 0.05 level of significance, with hypotheses having probability values below 0.05 rejected, while those above 0.05 were not rejected.

3.6 Model Specification

The model for the study is specified as follows:

$$ETI = \beta_0 + \beta_1 DJ + \beta_2 PJ + \beta_3 IJ + \mu$$

Where:

ETI = Employee Turnover Intention

DJ = Distributive Justice

PJ = Procedural Justice

IJ = Interactional Justice

β_0 = Constant term

$\beta_1, \beta_2, \beta_3$ = Regression coefficients

μ = Error term

The model indicates that employee turnover intention is a function of distributive justice, procedural justice, and interactional justice. It also reflects the assumption of the study that changes in the perception of fairness in outcomes, procedures, and interpersonal treatment may significantly influence police personnel's intention to leave the organization.

For the individual hypotheses, the functional relationships may also be stated as:

$$ETI = \beta_0 + \beta_1 DJ + \mu$$

$$ETI = \beta_0 + \beta_2 PJ + \mu$$

$$ETI = \beta_0 + \beta_3 IJ + \mu$$

These equations were used to examine the separate predictive influence of each justice dimension on employee turnover intention.



4. RESULTS AND DISCUSSION

This section presents the data collected, in line with the objectives of the study. The analysis is organized into four parts: response rate, socio-demographic characteristics of respondents, descriptive analysis of the study variables, and test of hypotheses. Data were analyzed using the Statistical Package for the Social Sciences (SPSS). Descriptive statistics such as frequency counts, percentages, mean, and standard deviation were used to summarize the data, while Pearson Product Moment Correlation and regression analyses were used to test the hypotheses at the 0.05 level of significance.

4.1 Response Rate

A total of 420 copies of the questionnaire were administered to police personnel in the FCT Command. Out of this number, 388 copies were retrieved, while 32 copies were not returned or were invalid due to incomplete responses. This gave a response rate of 92.4%, which was considered adequate.

Table 1: Response Rate of Questionnaire Administration

Questionnaire status	Frequency	Percentage
Number distributed	420	100.0
Number retrieved	388	92.4
Number not retrieved/invalid	32	7.6
Total	420	100.0

Table 1 shows that out of the 420 copies of the questionnaire administered, 388 were successfully retrieved and found usable for analysis, representing 92.4% of the total number distributed. Only 32 copies, representing 7.6%, were not returned or were invalid. The high response rate indicates adequate participation of respondents and provides a reliable basis for data analysis.

This section presents the background information of the respondents using frequency counts and percentages. The variables examined include sex, age, marital status, rank, educational qualification, and years of service.

Table 2: Distribution of Respondents by Sex

Sex	Frequency	Percentage
Male	276	71.1
Female	112	28.9
Total	388	100.0

Table 2 shows that 276 respondents, representing 71.1%, were male, while 112 respondents, representing 28.9%, were female. This indicates that male officers constituted the majority of the respondents.



Table 3: Distribution of Respondents by Age

Age category	Frequency	Percentage
18–27 years	64	16.5
28–37 years	148	38.1
38–47 years	116	29.9
48 years and above	60	15.5
Total	388	100.0

Table 3 indicates that respondents aged 28–37 years constituted the highest proportion with 148 respondents (38.1%), followed by those aged 38–47 years with 116 respondents (29.9%). This suggests that the majority of the respondents were within the active middle-age working group.

Table 4: Distribution of Respondents by Rank

Rank category	Frequency	Percentage
Junior officers	258	66.5
Senior officers	130	33.5
Total	388	100.0

Table 4 shows that 258 respondents (66.5%) were junior officers, while 130 respondents (33.5%) were senior officers. This indicates that junior officers constituted the majority of the study sample.

Table 5: Distribution of Respondents by Educational Qualification

Qualification	Frequency	Percentage
SSCE	96	24.7
ND/NCE	104	26.8
HND/B.Sc.	152	39.2
Postgraduate qualification	36	9.3
Total	388	100.0

Table 5 shows that respondents with HND/B.Sc. qualifications formed the largest group, accounting for 152 respondents (39.2%). This indicates that a substantial proportion of the respondents possessed tertiary education.

Table 6: Distribution of Respondents by Years of Service

Years of service	Frequency	Percentage
1–5 years	82	21.1
6–10 years	126	32.5
11–15 years	104	26.8
16 years and above	76	19.6
Total	388	100.0

Table 6 indicates that the largest proportion of respondents, 126 (32.5%), had spent 6–10 years in service. This suggests that many respondents had sufficient organizational experience to assess fairness and turnover intention meaningfully.



4.2 Descriptive Analysis of Study Variables

A benchmark mean of 3.00 was adopted as the decision rule. Any item with a mean score of 3.00 and above was regarded as agreed, while any item with a mean below 3.00 was regarded as disagreed.

Table 7: Descriptive Statistics for Distributive Justice

S/N	Item	Mean	Std. Dev.	Decision
1	Rewards are distributed fairly in my unit.	2.64	1.01	Disagreed
2	Promotions are based on merit and performance.	2.48	1.07	Disagreed
3	Welfare benefits are allocated fairly among officers.	2.56	0.98	Disagreed
4	My workload is fair compared to others in similar positions.	2.91	1.03	Disagreed
5	Access to opportunities is fairly distributed in the Command.	2.52	1.00	Disagreed
Grand Mean		2.62		Disagreed

Table 7 shows that respondents generally disagreed that distributive justice was adequately practiced in the FCT Command, with a grand mean of 2.62. This suggests that many respondents perceived unfairness in the distribution of rewards, promotions, welfare benefits, workload, and access to opportunities.

Table 8: Descriptive Statistics for Procedural Justice

S/N	Item	Mean	Std. Dev.	Decision
1	Decisions affecting officers are made through fair procedures.	2.71	1.05	Disagreed
2	Promotion procedures are transparent and unbiased.	2.43	1.10	Disagreed
3	Officers are allowed to express their views before decisions are made.	2.58	1.02	Disagreed
4	Organizational rules are applied consistently to all personnel.	2.67	1.01	Disagreed
5	Grievances are handled fairly in the Command.	2.49	1.06	Disagreed
Grand Mean		2.58		Disagreed

Table 8 indicates that respondents generally perceived procedural justice to be low, with a grand mean of 2.58. This implies dissatisfaction with the fairness, transparency, and consistency of decision-making processes within the Command.

Table 9: Descriptive Statistics for Interactional Justice

S/N	Item	Mean	Std. Dev.	Decision
1	My superiors treat me with dignity and respect.	2.88	1.02	Disagreed
2	Officers are spoken to politely by their superiors.	2.74	1.03	Disagreed
3	Decisions are explained adequately to affected personnel.	2.61	1.00	Disagreed
4	My superiors communicate honestly with officers.	2.69	1.04	Disagreed
5	Officers are treated fairly in day-to-day interactions.	2.77	1.01	Disagreed
Grand Mean		2.74		Disagreed

Table 9 shows that respondents generally disagreed that interactional justice was present to a



satisfactory degree, with a grand mean of 2.74. This suggests that many officers perceived deficiencies in respectful treatment, communication, and interpersonal fairness from superiors.

Table 11
Descriptive Statistics for Employee Turnover Intention

S/N	Item	Mean	Std. Dev.	Decision
1	I often think about leaving the Nigerian Police Force.	3.41	1.08	Agreed
2	I would leave this organization if I had the opportunity.	3.56	1.04	Agreed
3	I frequently feel like quitting my job.	3.22	1.10	Agreed
4	I intend to search for alternative employment.	3.37	1.07	Agreed
5	I may not remain in the Force for much longer.	3.11	1.09	Agreed
Grand Mean		3.33		Agreed

Table 11 indicates that employee turnover intention among respondents was relatively high, with a grand mean of 3.33. This suggests that many officers had thoughts of leaving the Force or would consider leaving if an opportunity arose.

4.3 Correlation Analysis

Pearson Product Moment Correlation was used to examine the direction and strength of the relationships among distributive justice, procedural justice, interactional justice, and employee turnover intention.

Table 10: Correlation Matrix of Study Variables

Variable	1	2	3	4
1. Distributive justice	1.000			
2. Procedural justice	.612**	1.000		
3. Interactional justice	.574**	.668**	1.000	
4. Employee turnover intention	-.481**	-.536**	-.559**	1.000

Note. $p < .01$.

Table 10 shows that distributive justice, procedural justice, and interactional justice were all negatively related to employee turnover intention. This implies that as perceptions of justice increased, turnover intention decreased. Among the three dimensions, interactional justice showed the strongest negative relationship with employee turnover intention ($r = -.559$, $p < .01$), followed by procedural justice ($r = -.536$, $p < .01$) and distributive justice ($r = -.481$, $p < .01$).

4.4 Test of Hypotheses

The hypotheses formulated for the study were tested using simple regression and multiple regression analyses at the 0.05 level of significance.

H01: Distributive justice has no significant influence on employee turnover intention in the Nigerian Police Force.



Table 11: Simple Regression Analysis of Distributive Justice and Employee Turnover Intention

Model statistic	Value
R	.481
R Square	.231
Adjusted R Square	.229
Std. Error of Estimate	.684
Beta	-.481
t-value	-10.77
F-value	116.02
Sig.	.000

Table 11 shows that distributive justice significantly predicted employee turnover intention ($\beta = -.481$, $t = -10.77$, $F = 116.02$, $p < .05$). The R square value of .231 indicates that distributive justice explained 23.1% of the variance in employee turnover intention. Since the p-value is less than 0.05, the null hypothesis was rejected. This means that distributive justice had a significant negative influence on employee turnover intention among personnel of the FCT Command.

H02: Procedural justice has no significant effect on employee turnover intention in the Nigerian Police Force.

Table 12: Simple Regression Analysis

Model statistic	Value
R	.536
R Square	.287
Adjusted R Square	.285
Std. Error of Estimate	.659
Beta	-.536
t-value	-12.46
F-value	155.25
Sig.	.000

Table 12 indicates that procedural justice significantly influenced employee turnover intention ($\beta = -.536$, $t = -12.46$, $F = 155.25$, $p < .05$). The R square value of .287 shows that procedural justice explained 28.7% of the variance in employee turnover intention. Since the p-value is less than 0.05, the null hypothesis was rejected. Therefore, procedural justice had a significant negative effect on employee turnover intention.

H03: Interactional justice has no significant influence on employee turnover intention in the Nigerian Police Force.



Table 13: Simple Regression Analysis of Interactional Justice and Employee Turnover Intention

Model statistic	Value
R	.559
R Square	.312
Adjusted R Square	.310
Std. Error of Estimate	.647
Beta	-.559
t-value	-13.24
F-value	175.30
Sig.	.000

Table 13 reveals that interactional justice significantly predicted employee turnover intention ($\beta = -.559$, $t = -13.24$, $F = 175.30$, $p < .05$). The R square value of .312 indicates that interactional justice explained 31.2% of the variance in employee turnover intention. Since the p-value is less than 0.05, the null hypothesis was rejected. This implies that interactional justice had a significant negative influence on employee turnover intention.

H04: Distributive justice, procedural justice, and interactional justice do not jointly predict employee turnover intention in the Nigerian Police Force.

Table 14: Multiple Regression Analysis of Distributive, Procedural, and Interactional Justice on Employee Turnover Intention

Model statistic	Value
R	.648
R Square	.420
Adjusted R Square	.416
Std. Error of Estimate	.596
F-value	92.68
Sig.	.000

Table 15: Regression Coefficients for Joint Prediction

Predictor	Beta	t-value	Sig.
Distributive justice	-.181	-3.94	.000
Procedural justice	-.247	-4.88	.000
Interactional justice	-.318	-6.12	.000

Table 14 shows that distributive justice, procedural justice, and interactional justice jointly predicted employee turnover intention ($R = .648$, $R^2 = .420$, $\text{Adjusted } R^2 = .416$, $F = 92.68$, $p < .05$). This means that the three dimensions of organizational justice jointly explained 42.0% of the variance in employee turnover intention among police personnel in the FCT Command. Since the p-value was less than 0.05, the null hypothesis was rejected.



Table 15 further shows the individual contribution of each predictor in the joint model. Interactional justice made the strongest unique contribution to the prediction of employee turnover intention ($\beta = -.318$, $p < .05$), followed by procedural justice ($\beta = -.247$, $p < .05$) and distributive justice ($\beta = -.181$, $p < .05$). This implies that although all three justice dimensions significantly predicted turnover intention, interactional justice was the strongest predictor.

5. CONCLUSION AND RECOMMENDATIONS

This study examined distributive justice, procedural justice, and interactional justice as predictors of employee turnover intention in the Nigerian Police Force, with particular focus on the Federal Capital Territory (FCT) Command. The study was motivated by the need to understand how perceptions of fairness in organizational outcomes, decision-making processes, and interpersonal treatment shape officers' intention to leave the organization. Given the strategic importance of the police as a security institution, the issue of turnover intention is especially significant because it has implications for morale, commitment, stability, and effective service delivery. The findings of the study showed that police personnel in the FCT Command generally perceived low levels of distributive, procedural, and interactional justice. Respondents expressed dissatisfaction with the fairness of rewards, promotions, welfare distribution, workload, organizational procedures, and the manner in which superiors communicated and related with subordinates. At the same time, the study found a relatively high level of employee turnover intention among the respondents, suggesting that many officers had thoughts of leaving the Force or would do so if the opportunity arose.

The inferential results further demonstrated that distributive justice, procedural justice, and interactional justice each had a significant negative influence on employee turnover intention. This implies that as perceptions of fairness increase, turnover intention decreases. The study also established that the three dimensions of organizational justice jointly predicted employee turnover intention, indicating that fairness in outcomes, processes, and interpersonal treatment collectively plays an important role in shaping officers' attachment to or withdrawal from the organization. Among the three predictors, interactional justice emerged as the strongest, followed by procedural justice and distributive justice. This suggests that the day-to-day manner in which officers are treated by their superiors may be especially critical in influencing whether they intend to remain in or disengage from the Force.

The study concludes that organizational justice is a significant determinant of employee turnover intention in the Nigerian Police Force. Where officers perceive unfairness in reward allocation, biased or opaque procedures, and disrespectful interpersonal treatment, they are more likely to develop intentions to leave the organization. Conversely, when fairness is promoted in these areas, turnover intention is likely to reduce, and organizational commitment and stability may improve. The study reinforces the relevance of Organizational Justice Theory in explaining employee attitudes within command-based institutions and highlights the practical importance of



fairness as a human resource and administrative strategy in the Nigerian Police Force. Thereby, improving distributive justice, procedural justice, and interactional justice is essential for reducing employee turnover intention and strengthening retention among personnel in the FCT Command. Fairness should not be seen merely as an ethical ideal but as a practical organizational necessity for enhancing morale, trust, commitment, and the overall effectiveness of policing in Nigeria.

Based on the findings of this study and in line with the specific objectives, the following recommendations are made:

1. The Nigerian Police Force should strengthen distributive justice by ensuring that promotions, rewards, welfare benefits, training opportunities, and duty allocations are distributed fairly and on the basis of merit, competence, and clearly defined criteria. This will help reduce perceptions of inequity and lower officers' intention to leave the organization.
2. The Nigerian Police Force should improve procedural justice by making organizational decisions more transparent, consistent, and unbiased. Procedures relating to promotion, posting, discipline, and grievance handling can be clearly communicated and fairly applied to all personnel in order to build trust and reduce turnover intention.
3. Police authorities should promote interactional justice by ensuring that superior officers treat subordinates with dignity, respect, politeness, and honesty. Superiors should also provide adequate explanations for decisions affecting officers, since respectful interpersonal treatment can reduce dissatisfaction and strengthen employees' willingness to remain in the Force.
4. The leadership of the Nigerian Police Force and the Police Service Commission should adopt an integrated organizational justice strategy that combines fair outcomes, fair procedures, and fair interpersonal treatment as a personnel management approach. Since the study found that distributive, procedural, and interactional justice jointly predict employee turnover intention, improving all three dimensions together will be more effective in reducing turnover intention and enhancing retention, morale, and organizational stability.

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