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TEMPORAL AND SPATIAL JUSTICE ON EMPLOYEES' BEHAVIOURAL OUTCOMES: A FOCUS ON THE NIGERIAN PORTS INDUSTRY

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ABSTRACT

This research study is focused on investigating the influence of temporal and spatial justice on employees' behavioural outcomes. The research study adopted a descriptive design to investigate the influence of temporal and spatial justice on employees' behavioural outcomes of 405 staff of the Nigerian Ports Authority. Based on the regression analysis, the research affirms that spatial justice has a direct positive influence on employees' behavioural outcomes. However, there was an inverse relationship between temporal justice and employees' behavioural outcome. Therefore, Organisations should have functional organisational justice policy framework, especially spatial justice, as it has significant influence on employees' behavioural outcomes.

Keyword head: Temporal justice, Spatial justice, Employees' behavioural outcome, Organisational justice, Nigeria Port Industry

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1. INTRODUCTION

Unfair allocation of organisational resources to individual employees and branches as well as inadequate supervision are areas of concern in respect of employees' behaviours outcomes. This speaks precisely of office location and space, required work tools and decent work environment, which are recently being referred to as spatial justice (Cropanzo, Bowen and Gilliland, 2007; Ghadeer, 2014). Also, inadequate monitoring to ensure compliance and avoidance of sanctions at both the individual and organisational levels are problems that can affect employees and lead to undesired behavioural outcomes such as presenteeism, absenteeism and cynicism for which all stakeholders suffer ultimately (Ambrose, Seabright, and Schminke, 2002). The consequences of these anti-work behaviours, which can be far reaching are better imagined than experienced and can be controlled via the implementation of specific aspects of organisational justice such as procedural and spatial justice. A typical example is the case of the huge loss suffered by Volkswagen (The Economist, 2015a).

Furthermore, employers sometimes worry about huge operational expenses, not achieving projected profit or financial losses without paying attention to employee-related cost directly connected with absence, presenteeism and cynicism. Research has shown that these behaviours cost colossal sums. For instance, absenteeism is posited to account for 23% financial loss (Pichler and Ziebarth, 2015; Stewart, Ricci, Morganstein, and Lipton, 2003). Based on afore mentioned issues, this research study is focused on investigating the influence of temporal and spatial justice on employees' behavioural outcomes.

2. LITERATURE REVIEW

2.1. Spatial and Temporary Justice

The complex (interdisciplinary) nature of organisational justice gave rise to the identification of two other forms of organisational justice by Usmani and Jamal (2013); which are temporal and spatial justice based on the concept of Goodin (2010) who assert that having discretionary control over one's time is temporal autonomy. Accordingly, temporal justice refers to the fair distribution of time to all employees to complete their work irrespective of their social or marital status (Usmani and Jamal, 2013). In essence, temporal justice refers to appropriateness of allocation of time spent with spouse, children and friends. Also, time spent for personal activities such as exercise, rest and the effect of work time on personal time as well as extra hours of work (Cropanzo, Bowen, and Gilliland, 2007). Although some see time as part of distributive justice, it is not because time is a resource in itself and so it is independent (Usmani and Jamal, 2013). In addition, spatial justice refers to fairness in the allocation and distance of required organisational resources. Simply put spatial justice refers to the allocation of office space and resources among individual employees, departments and branches based on distance, appropriateness of distance and non-discriminatory budget. It is interesting to note that departments and branches are focus areas of spatial justice (Usmani and Jamal, 2013). Thus, resource allocation and distance as well as budget allocation among employees, departments and branches should be devoid of any form of discrimination or bias.

2.2. Employees' Behavioural Outcomes (EBOs)

Human behaviour is determined by a variety of factors which can be viewed from the health, social and individualistic (egoistic) perspectives. In this vein, behaviour is believed to be primarily determined by intention to act as posited by the Theory of Planned Behaviour, TPB (Ajzen 1985, 1991; Ajzen and Madden 1986). The theory of planned behaviour evolved from the theory of reasoned action, TRA (Fishbein and Ajzen 1975). Intention in this vein is the outcome of the combination of some attitudes, which is performed based on perceived ease or

difficulty with which a behaviour can be carried out. This is similar to notions self-efficacy (Bandura 1986, 1997; Terry et al. 1993). Another determinant of behaviour is belief about an individual's well-being, effectiveness and outcomes of specific actions or behaviour as posited by the Health Belief Model, HBM (Becker, 1960; Sharma 2016; Ibidunni *et al*, 2018a; Falola *et al*, 2018). Belief is further enhanced by some stimuli, referred to as "cues to action" that activate actual adoption of behaviour. Two types of "cue to action" have been identified as internal and external cues. Internal cues relate to individual factors such as health, external cue refer to the influence of media or other information received. The baseline is that cues can influence perception of threat as well as activate and sustain behaviour (Nisbet and Gick, 2008).

One other determinant of behaviour is the arrangement of various interconnected elements such as physical and mental activities, norms, meaning and technology as well as knowledge, which makes actions and behaviours a part of people's daily lives as posited by social practice theory, SPT (Reckwitz 2002; Ibidunni *et al*, 2018b). Thus, both material and non-materials factors influence behaviour (Chatterton, 2011). Precisely, three elements come to play; these are materials, meanings and procedures. Materials refer to the physical objects that performance of certain activities in specific ways. Meanings refer to images and interpretations that determine how and when to perform activities that are linked together (Mogaji *et al*, 2016). On the other hand, by procedures reference is simply made to skills and competencies that facilitate performance in specific ways.

The Stages of Change (SoC) model, also known as Transtheoretical Model is significant in discussing behaviour. This is because of its succinct explanation of the five stages of motivational readiness individuals go through to adopt or exhibit behaviour (Heimlich and Ardoin 2008: 279; Prochaska 1979; Ibidunni *et al*, 2018c). These stages are precontemplation, contemplation and preparation as well as action and maintenance. These stages have their various components as shown in Table 2.5.

Table 1: Stages of Behavioural Formation and Action

Stages	Description	Process	Process Detail	Medium
Pre-contemplation	No knowledge of problem; no intention to change behaviour soon	Deliberate effort to gain consciousness	Information gathering about self and problem	observations, confrontations, interpretations, bibliotherapy
		Dramatic relief	Expression of experience and problem as well as solution	psychodrama, grieving losses, role playing
		Re-evaluation of environment	Assessment of problem on environment	empathy training, documentaries
Contemplation	Awareness of problem; change in behaviour contemplated	Re-evaluation of self	Assessment of personal thought and feeling about problem	value clarification, imagery, corrective emotional experience
Preparation	Intention to take action	Self-liberation	Belief in self-ability to change: commit to change	decision-making therapy, New Year's resolutions, logotherapy techniques, commitment

				enhancing techniques
Action	Individuals modify their behaviour, experiences and/or environment in order to overcome problem	Counter conditioning	Substituting alternatives for problem behaviours	relaxation, desensitization, assertion, positive self-statements
		Stimulus control	Avoiding or countering stimuli that elicit problem behaviours	restructuring one's environment (e.g., removing alcohol or fattening foods), avoiding high risk cues, fading techniques
		Helping relationships	Being open and trusting about problems with someone who cares	therapeutic alliance, social support, self-help groups
		Reinforcement Management	Rewarding one's self or being rewarded by others for making changes:	contingency contracts, overt and covert reinforcement, self-reward
Maintenance	Individual works to prevent relapse and consolidate gains.	Social Liberation	Increasing alternatives for non-problem behaviours available in society	advocating for rights of repressed, empowering, policy interventions

Source: Adopted from: Morris, Marzano, Dandy and O'Brien, (2013).

From the foregone, it is crystal clear that perception plays a major role in determining human behaviour (Abang *et al.*, 2005; Frederick, 1982; Nisbet and Gick, 2008), irrespective of the perspective from which it is observed, whether health, social or individualistic. It is obvious that the aforementioned stages individuals go through to exhibit behaviours also affect employees. Consequently, the discus from this point will focus on employees' behavioural outcomes, which is primarily related to the workplace and other associated links such as family and the socio-cultural environments.

Employees' behaviour can be defined as everything an employee does that can be observed and measured (Vijayakumar, 2007). Employees' behavioural outcomes are determined by the interplay of employees' perception and two distinct factors which are activators and consequences as posited by the ABC model of behaviour by Frederick (1982) and corroborated by Abang *et al.*, (2005). Activators inform people what to do by way of instructions; while consequences inform of what to gain or avoid. The knowledge of these two distinct outcomes coupled with employees' perception influences or determines employees' behavioural outcomes, which vary depending on various scenarios. All the same, it is important to note that positive perception will lead to positive and acceptable work behaviour (Jakopec and Susanj, 2014); while negative perception will lead to negative work behaviour and outcomes (Kerwin, Jordan and Turner, 2015; Priesemuth, Arnaud and Schminke, 2013). Positive work-related behaviours are acceptable, while negative work behaviours are not acceptable in the workplace

Precisely, acceptable behaviours include employees' green behaviour – required (obligatory) and voluntary, which is discretionary (Ones and Dilchert, 2012b; Bissing-Olson, Fielding, Iyer, and Zacher, 2013; Norton, Zacher, and Ashkanasy, 2014); employees' commitment (Meyer and Herscovitch, 2001), employees engagement, innovativeness, and assertiveness to mention a few; while unacceptable behaviours include withdrawal behaviours, disruptiveness, deviance, negative aggressiveness, bullying, harassment and others (Baldwin, 2006). However, for the purpose of this study, the main employees' behavioural outcomes to be studied include job satisfaction, commitment, engagement and compliance; while presenteeism, absenteeism and cynicism will be considered on the flip side because of their relationship to the aforementioned employees' behavioural outcomes to be studied.

As a precursor, some employees' behavioural outcomes are defined or taken as synonymous by some persons. Among these are organisational commitment, employees' engagement and involvement as well as organisational citizenship behaviour (Mujdalen, Niray and Sinem, 2012). However, it is noteworthy that these constructs are distinct; even though they may share some similarities or interactive relationship (Nwibere, 2014). Speaking of distinctive features, organisational commitment focuses on employees' allegiance to the employing organization; while work engagement focuses on individuals' actual performance of their assigned roles with cognition, emotion and behaviour interplaying. On the other hand, job involvement can be defined as psychological identification with the employing organisation derived from cognitive perception of the need-satisfying ability of the job; while organisational citizen behaviour refers to informal voluntary behaviour exhibited by employees, which ultimately supports the wellbeing of other employees and the organisation at large (Mujdalen *et al.*, 2012). Employees' behavioural outcomes relevant to this study will be discussed in detail starting with employee job satisfaction.

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2.3. Organisational Justice and Compliance

The significance of compliance, which cannot be overemphasized as it has both positive and negative consequences, is corroborated by some studies. In essence, organisations and employees should strive to get the benefits of compliance behaviour and avoid the negative consequences such as imposed sanctions or self-inflicted losses. Employees' compliance behaviour is essentially crucial as it either leads to gains or loss as evident in the case of Volkswagen which showed that as a result of non-compliance, huge losses and brand erosion were suffered by Volkswagen in September, 2015 when they surreptitiously installed software that could detect when cars were being tested for emission in order to temporarily reduce the emission to produce favourable results that was 10-40% lower than when the car was being operated normally (US Environmental Protection Agency - EPA, 2015; The Economist, 2015). The consequences of this action that was traced to employees' non-compliance behaviour were substantial and included 500,000 cars affected in the US only, fines of approximately 18 billion U.S. dollars which accounted for only 5% of the global consequence of the referenced action, Also, the CEO resigned and a third part of the company value was erased. In the final analysis individual

deviance is sometimes translated as an act of connivance, for which everyone suffers, especially when execution and strategy do not align. This is another critical area where procedural and informational justice could help control employee behavioural outcomes.

Ghadeer, (2014) conducted a study in Egypt that revealed that procedural justice had a strong, significant and positive impact on rule compliance. The study showed that when employees perceived that the administration of rules and regulations were fair and devoid of bias and ambiguity, they complied more readily.

From the foregone, employees' and organisational success hinges on being compliant. While organisations must endeavour to comply with all relevant external standards guiding their operations, employees must ensure that their behaviours comply with all required behavioural standards knowing that the employer-employee relationship is transactional (Heniz and Kontz, 2005; Normala, 2010). Consequently, organisations should put in place clear communication of policies, processes and procedures as well as industry standards and specifications. Monitoring and feedback must also be an integral part of the system to facilitate timely appraisal, proper evaluation and implementation of necessary actions, which may include but not limited to rewards and sanctions.

3. METHODOLOGY

The descriptive survey research design was used for this study because it facilitated collection of data without manipulating any variable of interest in the study. Besides, it provided the opportunity to discuss the relationship between and among the various variables of interest and guaranteed equal chance of participation in the study on the part of the respondents.

3.1. Sampling

The sample size for this study was three hundred and twenty-five (325) which was subsequently increased by 30% to 423 as suggested by Isreal (2013). The sample size of 423 was proportionately distributed among staff of the selected Ports in Nigeria.

3.2. Measures

Items on spatial and temporary justice was measured using Tayyaba, Shen, Muhammad, Syed and Lilian (2016) while employees' behavioural outcomes was measured using Allen Meyer's job commitment 10-item scale, which was validated by Akintayo and Ayodele (2012).

3.3. Reliability of Scale

The reliability of the instrument was ensured using internal consistency. The spatial justice scale produce $\alpha = 0.73$, temporary justice scale was $\alpha = 0.81$; while job satisfaction scale was $\alpha = 0.85$.

4. ANALYSIS AND DISCUSSION

The gender distribution of respondents' demographic information shows that two hundred and forty-four (244) of the respondents representing 60% were male out of the four hundred and five (405) while the remaining one hundred and sixty-one (161) respondents representing 40% were female. The age distribution of respondents was also captured in Table 4.2. Results revealed that thirty-four (34) respondents representing 8% were between the ages of 18 - 30 years, one hundred and sixty-eight (168) of the respondents representing 42% were between 31 - 40 years, one hundred and seventy-four (174) respondents representing 43% were between 41 - 50 years; while twenty-nine (29) respondents representing 7% were 51 years and above. Indication from the finding showed that most of the respondents were between the ages of 31 - 50 (342) which represented 84%. Other age groups were also represented. Data on the highest educational qualification of respondents revealed that sixteen (16) respondents, which form four (4%) were

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holders of ordinary level West African School Certificate (WASC). Fifty-one (51) of the respondents form thirteen (13%) and had either National Diploma (ND) or National Certificate in Education (NCE); while two hundred and sixty-six (266) of the respondents, which form sixty six (66%) were either Higher National Diploma (HND) or Bachelor's Degree holders. The remaining seventy-two (72) respondents that form seventeen (17%) had Master's Degree.

Table 2: Regression Analysis of Temporal and Spatial Justice on Employees' Behavioural Outcomes.

Model		Unstandardized Coefficients		Standardised Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.879	.158		18.252	.000
	Temporal_Justice	-.114	.029	-.174	-3.906	.000
	Spatial_Justice	.338	.037	.407	9.132	.000
R				0.449		
R²				0.202		
Adj. R²				0.198		
F-value				13.576, 0.267 = 50.874; Sig. 0.000		
a. Predictors: (Constant), Temporal_Justice, Spatial_Justice						
b. Dependent Variable: BP – Emp_Behavioural_Outcomes.						

The model summary as presented in Table 2 shows how much of the variance of the employees' behavioural outcomes - employees' job satisfaction, commitment and engagement (dependent variable) is explicated by the model. The result shows that the R square is .202; when expressed in percentage, it amounted to 20.2%. This implied that the model explains 20.2% of the variance in the measures of employees' behavioural outcomes. Table 2 also shows the assessment of the statistical significance as 0.000. The F-value for the model was obtained by dividing the regression mean square (13.576) by the residual mean square (0.267). The F-value for the model is equal to 50.874. In addition, Table 2 describes the variables that are statistically significant and with exclusive contribution to the model obtainable under the sig column in the table. It also shows the strength of the contributions of the independent variable (spatial justice and temporal justice) to the dependent variable (employees' behavioural outcomes). These findings indicate that spatial justice and temporal justice made significant contributions (0.000) to employees' behavioural outcomes in the selected industry. Again, temporal justice has made an inverse statistical significant contribution (-114 or -.174) to the model. This implies that increase in temporal justice will significantly lead to decrease in employees behavioural outcomes.

The findings from the analysis of reveal that spatial justice and temporal justice made significant contributions to employees' behavioural outcomes in the selected Ports. However, temporal justice made an inverse statistical significant contribution to the model, implying that an increase in temporal justice will significantly lead to decrease in affective employees' behavioural outcomes. The take for organisations from the discuss thus far is that it is essential for organisations to constantly observe the organisational justice dashboard and implement necessary modifications timeously. This will ensure that matter do not slip through the fingers and get out of control before seeking for solution. This suggests that reactive solutions should not be encouraged, except in emergency situations. Conversely, preventive measures should be put in place as advocated by procedural and informational and spatial justice.

5. CONCLUSION AND RECOMMENDATION

This study concludes that spatial justice has a positive influence on employees' behavioural outcomes. However, this study concluded that temporary justice dimension is not crucial in achieving acceptable employees' behavioural outcomes. This is because it is observed that as temporary justice increases, acceptable employees' behavioural outcomes decreases. However, caution should be exercised in the administration of temporal justice, when needful. Therefore, Organisations should have functional organisational justice policy framework, especially spatial justice, as it has significant influence on employees' behavioural outcomes. This will help organisations focus on monitoring the organisational justice dashboard and thus take appropriate and timely steps that is favourable to all stakeholders in every work-related situation

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