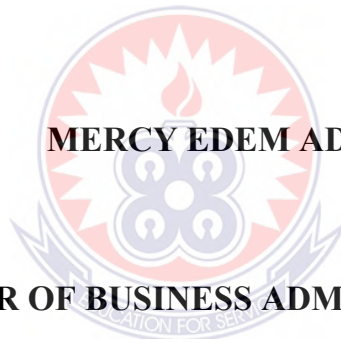


UNIVERSITY OF EDUCATION, WINNEBA

**THE IMPACT OF ORGANISATIONAL JUSTICE ON JOB
SATISFACTION OF EMPLOYEES - A CASE OF MINISTRY OF
TRANSPORT, ACCRA GHANA**



MERCY EDEM ADDO

MASTER OF BUSINESS ADMINISTRATION

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UNIVERSITY OF EDUCATION, WINNEBA

**THE IMPACT OF ORGANIZATIONAL JUSTICE ON JOB SATISFACTION
OF EMPLOYEES - A CASE OF MINISTRY OF TRANSPORT, ACCRA
GHANA**



**A Dissertation in the Department of Management Sciences,
School of Business, submitted to the School of
Graduate Studies, in partial fulfillment
of the requirements for the award of the Degree of Master of
Master of Business Administration
(Human Resource Management and Organizational Behavior)
in the University of Education, Winneba**

NOVEMBER, 2022

DECLARATION

Student's Declaration

I, **MERCY EDEM ADDO** declare that this Thesis, with the exception of quotations and references contained in published works which have all been identified and duly acknowledged, is entirely my own original work, and it has not been submitted, either in part or whole for another degree elsewhere.

Signature.....

Date.....

Supervisor's Declaration

I hereby declare that the preparation and presentation of this work was supervised in accordance with the guidelines for supervision of thesis/dissertation/project as laid down by the University of Education, Winneba.

MR. ISAAC ADU NYARKO (SUPERVISOR)

SIGNATURE.....

DATE.....

DEDICATION

I dedicate this to my father Gershon Bedu Addo and my mother Mabel Hlodze. Thanks for the love and support. Also, I also dedicate this work to our indefatigable Supervisor, Mr. I Isaac Nyarko. Thanks for your patience.



ACKNOWLEDGEMENT

Finally, I thank you all my friends and loved ones for your kind words of encouragement and support throughout this period. I love you dearly.



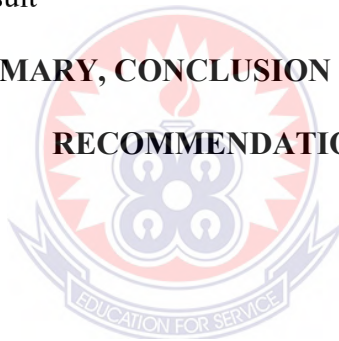
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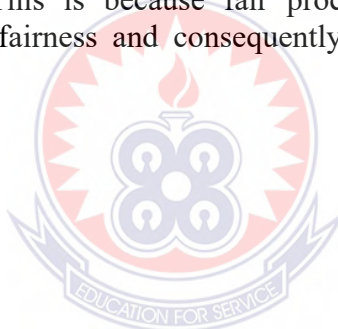
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ABSTRACT

The researcher desire is to find out the impact of organizational justice (distributive justice and procedural justice) and job satisfaction among the staff of the ministry of transport Accra, Ghana. The study utilized a survey research design with a positivist research paradigm. The study was conducted on 97 employees in ministry has hypothesized that employees' perceptions of organizational justice are positively associated with job satisfaction, which is consistent with previous researches. A simple random sampling and purposive sampling method was used to conduct a quantitative research in which the researcher personally administered questionnaires to solicit for information on employee perception of distributive justice, procedural justice, interactional justice, informational justice and job satisfaction. Findings from the study suggested that procedural and distributive justices had a strong positive impact on job satisfaction in the Parliamentary Service but the case was different for interactional and informational justices. This means that procedural justice and distributive justice have significant positive impact in predicting job satisfaction in the ministry of transport while interactional justices have no impact on job satisfaction, and thereby cannot predict same. It is recommended that the board, ministers, directors and management of the ministry pay particular attention to fair procedures when they are making decisions, implementing policies and determining outcomes in the Parliamentary Service. This is because fair procedures are crucial in predicting employee perception of fairness and consequently job satisfaction in the ministry.



CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

In highly competitive global economy, workplace or institution must strive to identify factors that will influence the performance and job satisfaction of employees with the intent of attaining the organizational goals. In order to keep employee satisfied, committed and loyal to the organization, the organizations need to be fair in its system regarding distributive justice, procedural justice and interactional justice. Work organizations receives better response from their employees in terms of attitudes, loyalty and output based on employees' perception about prevalence of organizational justice in matters of process, regulations, communications and allocation systems (Ajala, 2017 Hashish, 2020). Employees' having greater satisfaction from their work shows better degree of output, determination, dedication and intends to stay for a longer time with the organization (Ajala, 2017).

Hence, existence of organizational justice in organizations, firms and institutions is inevitable (Al-Zu'bi, 2010). The development and success of every organization and the society at large depends on an important organizational behavior variable known as organizational justice. In order for employee trust, loyalty, productivity and satisfaction to be achieved and drive the accomplishment of the vision of organizations fairness policies should be applied by organizations (Akanbi & Ofoegbu, 2013). Thus, organizational justice dimensions (i.e. procedural, distributive, interpersonal and informational fairness) should be applied in organizations policies,

practices and systems. Employees tend to show trust in their organization or supervisor and as well become productive when they perceive that they have been treated fairly by their organization (Colquitt, 2001).

Justice in an organization is contribute to an increase employee in the job satisfaction (JS). Organizational justice (OJ), described as the ethical treatment of staff, involves fair allocation of tasks, strategy, and methods to deal with individuals at the workplace (Jameel et al., 2020). Justice could be a key component of the success of the organization and could have an impact on different outcomes in an organization (Irving et al., 2005). According to Mashi, (2018), individuals who are treated fairly in the workplace will be more satisfied with their job.

The organization justice consists of distributive justice (DJ), procedural justice (PJ), and interactional justice (IJ), which all serve as vital predictors of JS and work outcomes (Greenberg, 1987). A research by Colquitt (2001) noted that organizational justice dimensions (i.e. procedural, distributive, interpersonal and informational fairness) should be applied in organizations policies, practices and systems. The author argued that employees tend to show trust in their organization or supervisor and as well become productive when they perceive that they have been treated fairly by their organization

A research by Ismail et al. (2009) indicated that distributive, procedural, and interactional justices as the three types of organizational justice that must be embraced in order to have happy and make employees productive and satisfied. Distributive justice deals with employees' fairness perception concerning decision outcomes and

distribution of tangible (e.g., salary) or intangible (e.g., commendation) resources. Procedural justice focuses on the fairness of the processes that lead to outcomes during work and is enhanced when they feel that the processes followed in distribution of resources are consistent, accurate and unbiased (Usmani & Siraj, 2013). Also, the treatment that employees receive base on decisions that affect them is their interactional justice. To improve interactional justice, explanations must be provided for decisions and such decisions must be delivered with respect (DeConinck, 2010).

Job satisfaction is considered as a positive emotional state resulting from the appraisal of the overall domain of a person's job (Malik et al., 2010). It deals with the overall feeling of the employee (Kosi et al., 2015). Employees are motivated to be committed to the job when they are satisfied with the job they do (Shah, Jumani, 2015). A high degree of employee satisfaction is an essential element for the growth and efficiency of an organization. The organizations which have members who are highly satisfied will be more efficient than those with unsatisfied employees (Thabit, 2015; Raewf and Thabit, 2018; Jameel and Ahmad, 2019b; Jasim and Raewf, 2020). Job dissatisfaction and perception of injustice are the prominent factors that contribute immensely to the higher turnover rates among teachers in Ghana (Adusei et al., 2016; Gyampoh, 2012). As emphasized by Suifan, Diab and Abdallah (2017), failure to ensure satisfaction and fair treatment among teachers affect their performance and result in the intention of staying in the profession. Most of the previous research agreed that OJ plays a vital role in improving JS and individual results. Therefore, a low level or absence of justice in the workplace will lead to a low level of employee

satisfaction. Employees who are treated equally will contribute positively to the organization in agreement with their satisfaction. A study by Doulati & Pour (2013) has shown that fairness to employees by organizations usually results in higher productivity whereas those that feel unfairness are more likely to quit the organization or otherwise lower the level of productivity and commitment (Doulati & Pour, 2013).

1.2 Statement of the Problem

Some studies (Mensah et al., 2016; Thabit and Raewf, 2017) have shown that injustice in the organization create negative emotions which have adverse effects on the employees' behavior and, for that reason, the importance of improving OJ in the workplace, evoke desirable attitude among staff, A low OJ will cause a high staff turnover rate, and it will therefore not be able to reach its institutional goals, which will lead to the creation of a culture of misunderstanding about the issues within the organization and among its employees (Ghran et al., 2019). In Ministry of Transport, perception of distributive inequality among employee staff is disturbing and result to negative feelings of anger in individuals. Inequality could lead to job dissatisfaction among the staff of Ministry of Transport. This inequality causes feeling of guilt and dissatisfaction in employees (Mensah et al 2016).

Most previous studies paid more attention to identify the impact OJ on performance appraisal (Byrne, Pitts, Wilson, & Steiner, 2012; Massoudi, Jameel, & Ahmad, 2020; Onuselogu & Adaobi., 2017; Raewf & Thabit, 2015; Thabit Hassan Thabit & Raewf, 2016; Tinuke, 2015), but limited studies were conducted to determine the impact of OJ on JP especially in the educational field (Arab & Atan, 2018). A study conducted

by Ghnan et al. (2019) showed that DJ has a greater impact on JS than IJ, whereas PJ has an insignificant impact on JS.

Moreover, Bayarçelik and Findikli (2016) and Lambert et al. (2019) reported that DJ and PJ have a positive impact on JS, whereas IJ had an insignificant effect on JS. A study conducted by Mashi (2018) reported that the 3 dimensions of OJ, namely DJ, PJ, and IJ, have a positive relationship with JS. The past studies have revealed some contradiction on the effect of organizational justice on employee job satisfaction. This current study seeks to address this paradox of contradiction in the literature effect of organizational justice on job satisfaction. Again, according to Nadi and Moshfeghi (2009) it has been shown that there is confusion about the relationship between organizational justice and organizational employee job satisfaction.

Furthermore, research on organizational justice has predominately been done with respect to employees mostly from Western nations and the United State of America (Lam, Schaubroeck & Aryee, 2002). This means that reactions to organizational justice from societies that have economic, social and cultural characteristics that are divergent from those commonly found in Western European and North America societies may not be the same for generalization. This presupposes that research regarding issues of fairness and employee reactions to organizational justice from diverse contexts especially from Africa and particularly in Ministry of transport in Ghana is worth researching. The review of the literature showed that little attention has been paid to the effect of organizational justices on job satisfaction of employees

at Ministry of transport in Ghana. Hence the focus of the study to fill this research gap.

1.3 Purpose of the Study

The purpose of the study is to examine the impact of organizational justices on job satisfaction of employees in Ministry of Transport, Accra.

1.4 Objective of the study

The specific objectives of the study were to:

1. Examine the relationship between the organizational justice and job satisfaction at Ministry of Transport in Accra.
2. To determine which of the four dimensions of organizational justice best predict employee job satisfaction at Ministry of Transport in Accra.

1.5 Research Hypotheses

To achieve research objective, four hypotheses have been formulated.

H₁: There is no statistically significant relationship between the organizational justice and job satisfaction at Ministry of Transport in Accra.

H₂: Distributive justice best predicts employee job satisfaction in Ministry of Transport in Accra.

H₃: Procedural justice best predicts employee job satisfaction in Ministry of Transport in Accra.

H₄: Interactional justice best predicts employee job satisfaction in Ministry of Transport in Accra.

H₅: Informational justice best predicts employee job satisfaction in Ministry of Transport in Accra.

1.6 Significance of the Study

The researcher believes that the findings from the study will go beyond current studies on organizational justice influence on employee job satisfaction in Ministry of transport in Accra by examining the dimensions of organizational justice that best predict employee job satisfaction in Ministry of transport in Accra. The research outcome of the study will increase the existing store of knowledge on the subject and gives future research direction. The study suggested guidelines to policy makers like board of directors, shareholders, and government the impact that fairness has on employee job satisfaction in ministry of Transport in Accra only.

This is useful as it provides important insight to policy maker's effect of organization justice on employee job satisfaction in Ministry of transport in Accra. The research will help the students, academicians and scholars who may use for reference materials.

1.7 Delimitation of the Study

The study focus was on only staff of ministry of transport). Again, the study focused on the four core dimensions of organizational justice to predicted employee's job satisfaction. Furthermore, the unit of analysis was the staff of ministry of Transport in Accra only.

1.8 Limitation of the Study

The study will face several limitations, including financial, time and access to information. It will be also limited to effect of dimensions of organizational justice that predict employee's job satisfaction. The researcher will assure the respondents of confidentiality on the information they will provide. The researcher will minimize non-response cases by taking and collecting questionnaires by hand from each respondent.

1.9 Organization of the Study

The study has been organized into five main chapters. The first chapter will deal with the introduction, which covers the background to the study, statement of the problem, research objectives and research questions, significance of the study, delimitation and limitations of the study. Chapter two looked at a review of the literature relevant to the study. It discussed the theoretical framework on which the study was based and related conceptual issues. In particular, the concept of pedagogical content knowledge and its relationship to the present work will exhaustively explain. Empirical studies related to the study will also be reviewed. Chapter described the research methods that was used in the study and highlight the research design, population, the sample and sampling procedure, data collection procedures, validity and reliability of the instruments, and data analysis procedures. Chapter Four dealt with discussion and results. Chapter five presents the summary of results, conclusions and recommendations of the study.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter will focus on the review of literature on Equity Theory, impact of Distributive justice employee job satisfaction, procedural justice best predicts employee job satisfaction, impact interpersonal justice, employee job satisfaction and impact Informational justice employee job satisfaction, Theoretical framework, conceptual framework, empirical review, chapter summary

2.2 Theoretical Framework

The theoretical framework guiding organizational justice and job satisfaction will be of great assistance in understanding the relationship between the two variables which is germane to this research. As for organizational justice, the term justice signifies how things ought to be; nonetheless, what is fair has been found to be very difficult to establish (Zamini, 2014). The concept of justice is considered to be a social construct. What is perceived as just is dependent on what the majority of a group consider it to be (Colquitt, Colon, Wesson, Porter, & Ng, 2001). Therefore, organizational justice is defined as individuals' opinion of what is fair in the organization. Organizational justice, therefore, is a multi-dimensional concept that signifies the typical perceived fairness of outcomes (e, g. Pay, promotion etc.) of the organization (Zamini, 2014).

It is also seen as workers perceiving various aspects of their organizational lives as just or unjust. Finding showed that perceptions of fair decision outcomes relate to higher levels of organizational commitment (Folger & Konovsky, 1989; Martin &

Bennett, 1996), job satisfaction (Martin & Bennett, 1996); turnover intention (Dailey & Kirk, 1992) and individual work effort (Colquitt, Conlon, Wesson, Porter & Ng, 2001) and less absenteeism (Cohen- Charash & Spector, 2001). Furthermore, organizational justice promote positive employees' reaction at work based on issues that are not related to reward or compensation scheme, e. g. Organizational citizenship behavior (Dalal, 2005).

Organizational justice literature has showed diverse theories to explain these concepts. Among such diverse theories for organizational justice includes equity theory (Adams, 1965; Organ & Moorman, 1993; Konovsky & Pugh, 1994), social exchange theory (Homans, 1961), justice motive theory (Lerner, 1977), the justice judgment model (Leventhal, 1976). All these theories are fundamental to the understanding of both concepts and are of great significance to employee satisfaction. This study will however, adopt equity theory and social exchange theory as the main theories to support the work since studies conducted at the organizational level mostly rely on Adams (1965) equity theory and Homans (1961) study of exchange relationship theory to explain the concept justice and citizenship of organization.

2.3 Equity Theory

This theory was first proposed by John Stacey Adams who was then working as a research psychologist with a company in New York in 1963. Equity theory explains that a lot of employees make comparison of their outcomes (benefit) and inputs (effort, qualification, experiences) with others and assess the even-handedness in a ratio. The comparison may be either with someone inside or outside the organization.

Comparison within (inside) is an indication of internal equity perception while external equity perception is the opposite. If after making a comparison, the individual believes that there is fairness, then equity exists. However, if the employee perceives inequity in any matter, it may lead to 'anxiety' or 'distress' in the form of resentment (if under- compensated) or guilt (if over-compensated).

The theory further proposes that employees compare the ratio of their output (rewards) and inputs (contributions made to the organization) to a similar ratio of their colleagues. If they find their ratio to be higher (which means that they are getting more rewards) the probability of conceiving favorable justice perception also becomes higher. The reverse is true when employees feel some level of inequity in their ratio. They try to reduce inequity or restore equity by distorting inputs that is, reducing their contributions or outcomes previously offered through conscious effort (Cohen, Charash & Spector, 2001).

According to Adams (1965), distributive justice can be theorized in terms of equity, which means a perceived ratio of outcomes, by using the concept of investments and social exchange. In equity theory, fairness can be perceived by individuals only when there is equity between inputs and outcomes (Foster, 2007). The fairness of these outcomes provides the foundation for the dimension of distributive justice. Organizational members often feel a greater sense of fairness in the distribution of outcomes when they sense that the process used to arrive at outcomes are fair. With the finding that the procedure used to determine outcomes can be more influential

than the outcome itself, the emphasis has gradually shifted from distributive to procedural justice.

One of the challenges confronting equity theory concerns how organizations handle inconsistencies in equity that come out when these comparisons are present (Bloom, 2000). For instance, when there is a high disparity in reward structure, remuneration or employee motivation, those employees who are considered key performers recognize high equity when making self-comparisons as compared to average and low performers who recognize low equity when making social comparisons.

However, in some circumstances, the outlays of perceived unfairness among the latter group can outweigh the benefits of perceived equity among the former group (Bloom, 2000). This theory was considered appropriate in guiding this study because it provides an aid to ascertain the conditions under which the Ghanaian accounting firms can create equitable culture for different categories of employees.

2.4 Organizational Justices

OJ refers to the perception of the organization's individuals that the organization fairly treats them (Greenberg, 1990). Organizational justice (OJ) is identified as ethical treatment, including justice in the distribution of results, procedural justice, and interactional justice in the workplace (Jameel, Mahmood, & Jwmaa, 2020). Organizational justice is concerned with the fair treatment of employees” (Randeree, 2008, p.57). The term organizational justice was first coined by Greenberg (1987) which represents individual’s perceptions and reactions to fairness towards the organization. Justice refers to an action or decision that is morally and ethically right.

Justice can be linked to, religion, ethics, equity, and law. Justice or fairness in organizations may include issues associated with perceptions of fairness in pay, equal opportunities for promotion and employee selection processes (Tabibnia, Satpute, & Lieberman, 2008).

Organizational justice has emerged as a result of numerous researches in the field of social psychology which evaluated the perception of fairness within an organization (Al-Douri, 2020; Memon et al., 2016). Topbaş et al. (2019) argue that the concept of organizational justice has emerged during the last century due to the high valuation on fairness, human right, and equality at the workplace. The perception of justice refers to the perceived fairness of procedures, activities, and distribution of outcomes in the organization which is known as organizational justice (Al-Douri, 2020; Eryılmaz et al., 2016). The perceived fairness or unfairness of outcomes by employees may influence their attitudes toward the job and consequently have impacts on their behaviors (Al-Douri, 2020). The negative or positive behavior resulted from perceived fairness is very crucial in the Ministry of employment, because there are frequent contacts between customers and employees and the behavior of satisfied or unsatisfied employees has a direct impact on the customers' experience and loyalty (Gajic et al., 2014; Nadiri & Tanova, 2010; Santa Cruz et al., 2014).

When the institution treats its individuals fairly, it assures such workers that they are respected (Bauwens, Audenaert, Huisman, & Decramer, 2019; Jameel & Ahmad, 2019b). There are multiple dimensions of organizational justice, with the major ones being distributive justice, procedural justice, and interactional justice (Ahmed et al.,

2018; Boateng & Hsieh, 2019b; Colquitt, 2001; Lambert, 2003; Wolfe & Piquero, 2011). Interactional justice further includes interpersonal and informational justice. (Adams, 1965; Leventhal, 1980; Bies & Moag, 1986). Employees of an organization will reflect positive behaviors and productivity if they perceive their organization to be fair and just in its procedures, policies, interactions and distribution systems. Enhancing organizational justice results in improved outcomes from employees. Managers should take actions to improve employees' job satisfaction and organizational commitment so to decrease employees' turnover intention with the help of distributive and procedural justice (Elanain, 2009).

2.5 Distributive justice

Tremblay, Sire and Balkin (2000) defined distributive justice as 'how individuals react to the amount and form of compensation they receive' (p. 269). It has its theoretical foundation from the equilibrium theories of the 1950s and 1960s. Distributive justice in theory is characterized as the fairness related to the distribution of resources and decision outcomes. The resources or outcomes can be tangible or intangible (pay or praise) (Adams, 1965). Much of the research on distributive justice was derived from the works of Adams (1965). Adams suggested that equity theory can determine the fairness of an outcome. Equity theory can be used to explain such employee behaviors caused by perceptions of unfairness (Adams, 1963, 1965). Equity theory asserts that employees compare their inputs and outcomes with the inputs and outcomes of relevant others. Inputs are what they invest into their job and outcomes are what they receive in return (McFarlin, & Sweeney, 1992).

According to Jameel, Ahmad and Mousa (2020) distributive justice includes the allocation of incentives for work related to outputs. It is based on the theory of equity, in which expectations of unequal allocation of job incentives compared to work contributions could create tension among the employees (Jameel, Ahmad & Mousa (2020). Distributive fairness is the degree to which the individuals in an institution perceived about the distribution of resources (Greenberg, 1990). DJ relates to the justice of particular results relative to that obtained by others (Farndale, Hope-Hailey, & Kelliher, 2011; Jameel, Mahmood, et al., 2020; Karem et al., 2019). It deals with the perception of fairness in resource allocation and outcomes such as wage, reward, performance assessment, promotion opportunity, etc. (Al-Douri, 2020; Hardy & Ford, 2014). The key factors in distributive justice are equality, need, and equity which equality concerns with providing equal opportunity to having access to reward, employment, and promotion regardless of race or gender; the need refers to the payment and reward based on the need of employees; and, equity which relates to the equality in one's payment or reward compared to other employees (Al-Douri, 2020). Previous studies found that distributive justice is a critical factor that influences job satisfaction and the positive perception of distributive justice in the workplace motivates employees and increases competition between them (Cohen-Charash & Spector, 2001; Ramamoorthy & Stringer, 2017).

In measuring distributive fairness, organizations use four principles: 1) the monetary rewards ought to distribute equally among employees; 2) Allocation of monetary rewards should be based on equality principles; 3) Individuals receive a reward based on their efforts; and 4) Rewards are based on responsibility (Cloninger et al., 2011;

Flood et al., 2001; Ramamoorthy & Stringer, 2017). Distributive justice also deals with benefit allocation to employees based on the proportion of their contribution (Van Dijke et al., 2019). Rowland and Hall (2012) found negative direct relationship between organizational justice and employees' performance, but distributive justice influences job satisfaction which consequently has an impact on employees' performance.

2.6 Procedural Justice

After ten years of Adams' (1965) study, Thibaut and Walker (1975) discovered a new dimension of organizational justice, namely procedural justice. Procedural justice perceptions are universally recognized today, but Thibaut and Walker (1975) were the pioneers of these procedural influences. According to them if employees were given a chance to participate into the process used to reach outcomes then they might perceive the outcomes as fair. These findings gave way to a new dimension of organizational justice perceptions. Organizational justice found its way from a distributive view to a comprehensive, procedural view (Bernerth, Feild, Giles, Cole, 2006).

According to Folger and Greenberg (1985), procedural justice is the perceived fairness of the procedures used in making decisions. Organizational justice involves judgment on not only fairness of result but also an opinion on how allocation decisions are made (Ahmad & Jameel, 2020a; Greenberg, 1990). Procedural justice describes the fairness of the procedures used in determining employee outcomes (Moorman, 1991).

Procedural Justice- refers to the individuals' perception of fairness in the organizational procedures which regulate the work condition (Al-Zu'bi, 2010; Nabatchi et al., 2007). Procedural justice refers to a sense of fairness and justice in the organization's processes and procedures to achieve significant results.

Procedural justice focuses on the processes which are used to determine the outcomes. Procedural justice refers to employee perceptions that the processes and procedures to reach distributive outcomes are fair and just (Beugré & Baron, 2001; Colquitt et al., 2001; Lambert et al., 2007). Procedural justice typically describes a decision-making process used by an individual and is more closely connected to their assessment or structural characteristics of a system (Ghran, Jameel, & Ahmad, 2019). If the decision-making process is not open and fair, people will decrease their loyalty and satisfaction with the organization (Jameel, Ahmad, & Mousa, 2020; Jameel, Mahmood, & Jwmaa, 2020). Processes and procedures should be consistent, open, and fair; if not, they can be perceived as unfair (Lambert, 2003; Taxman & Gordon, 2009). The process can be as important or even more important as the outcome itself (Cropanzano et al., 2007; Lambert et al., 2007). Landy et al. (1980) found that the perceived fairness of employee evaluation procedures was very important for employees. Most employees want to have coherent, open, and honest procedures in their decision on distributive results, regardless of the outcome.

According to Leventhal, Karuza & Fry, (1980), six procedural rules should be foundational in all allocation contexts: procedures should be consistent, bias suppression, accurate, correct, representative and ethical. The implication of these

procedural rules is that fair procedures should rule the allocation of outcomes in the procedural justice theory, signaling that participants understand that impartiality is a major rule that governs activity (Nabatchi, et al., 2007).

Some studies suggest that if individuals have a positive perception about the fairness of the procedures in their organization, they will be more satisfied and more likely to have a commitment to the organization (García-Izquierdo et al., 2012; Schmitt & Dörfel, 1999; Zeinabadi & Salehi, 2011). According to Al-Zu'bi (2010), in the procedural justice, employees evaluate their managers as an unbiased person who collects accurate information before taking any actions which might affect them, and they have the right to accept or challenge the manager's decision. Procedural justice indicates that the formal processes of the organization are consistent, ethical, and nondiscriminatory (Al-Zu'bi, 2010). Perception of fairness about the process of law regulation and decision-making has a positive influence on the employee's confidence and trust. Procedural justice also refers to the perceived fairness of the means that are necessary to achieve outcomes such as policies, practices, and procedures used in the decision-making process at the workplace (Al-Douri, 2020; Cheng & Chen, 2016). Hauenstein et al. (2001) argues that procedural justice is a policy that relates to distributive justice; it is an instrument for clarifying the process of resource allocation. Trust to the management and respect for the employees' opinions are critical factors in procedural justice (Al-Douri, 2020). Outlaw et al. (2019) believe that apart from this fact that the perceived fairness of decision-making procedures has positive impacts on the individuals' behavior; the perceived fairness of procedural timeliness has also an indirect positive influence on individuals' behavior. The procedural

timeliness is an indication of the time that an organizational procedure has started and finished (Outlaw et al., 2019).

2.7 Interactional Justice

According to Bies (1986) there is another branch stemming from the tree of organizational justice labeled as interactional justice which focuses on employees' perceptions of the interpersonal behavior exercised during the representation of decisions and procedures. It involves various socially sensitive actions, such as when supervisors respond employees with dignity and respect (e.g., providing sufficient explanations for decisions, paying attention to an employee's concerns, and showing empathy for his predicament) (Skarlicki & Folger, 1997). Interpersonal justice often termed because it includes feelings about the nature of interpersonal communication (Donglong et al., 2019a; Jameel, Hamdi, Karem, & Ahmad, 2020).

It focuses on the perceived fairness of treatment that employees receive when supervisors or decision-makers are implementing organizational policies (Al-Douri, 2020), it also describes the relationship between employees at the workplace. Interactional justice is categorized into two sub-dimensions which are informational and interpersonal justice (Lee et al., 2020).

Interactional justice should consist of the justification of decision-makers' decisions, as they influence people's perceptions of the fairness of their choices (Donglong et al., 2019a; Karem et al., 2019). Perceptions of respect, politeness, dignity in one's treatment or when taking decisions are a part of Interpersonal justice while the sufficiency of the explanations given in terms of their specificity, timeliness, and

truthfulness comes under informational justice (Colquitt, 2001). A decision can be fair if adequate clarification was given, even if the choice expected to produce an adverse outcome (Greenberg, 1990).

Interpersonal justice relates to the perceived fairness of the dignity and respectful behaviors that employees receive in interaction with supervisors and their colleagues; but informational justice refers to the perceived fairness of provided explanations about organizational procedures (Al-Douri, 2020 and their colleagues; but informational justice refers to the perceived fairness of provided explanations about organizational procedures (Al-Douri, 2020). Usmani and Jamal (2013) state that interactional justice relates to the employee's perception of fairness about interpersonal relationships at the workplace and the behaviors when a supervisor responds to an employee with respect and dignity. Interactional justice is not only influential in employees' job satisfaction in the hospitality industry; but also, is a crucial factor in customer satisfaction. According to Olson and Ro (2020); unsatisfied customers who receive inappropriate services from hotels and share their negative opinions on online platforms will most probably change their attitude in a positive way if the hotelier responds to the complaints, and apologizes for failure in providing acceptable services. While some scholars argue that interactional justice is the social aspect of procedural justice, others believe that it is a separate constituent of organizational justice (Al-Douri, 2020). According to Al-Douri (2020); interactional justice has a direct and positive impact on employees' satisfaction.

2.8 Job satisfaction

Job satisfaction is a broad conception which is used in many fields to describe or measure people's feeling toward one organization's turnover, performance, policies and other factors. Job satisfaction is considered as a positive emotional state resulting from the appraisal of the overall domain of a person's job ((Addai, Kyeremeh, Abdulai & Sarfo, 2018; Malik et al., 2010). It deals with the overall feeling of the employee (Kosi et al., 2015). Employees are motivated to be committed to the job when they are satisfied with the job they do (Shah, Jumani, 2015). It has been recognized that job satisfaction can be impacted by economic, social and psychological factors (Kwak et al., 2010). A study by Duffy et al. (2006) stated that satisfaction should be consisted of two parts, namely, work satisfaction and environment satisfaction. Working satisfaction could be understood as how people feel about their own jobs, whereas environment satisfaction was about the supervisors, co-workers and other factors.

Job satisfaction is closely linked to that individual's behavior in the work place. It is the collection of feeling and beliefs that employees have about their current job. The degree of job satisfaction ranges from extreme satisfaction to extreme dissatisfaction. Employees have attitudes about various aspects of their jobs e.g. their work, their colleagues, supervisors or subordinates and their pay. The importance of job satisfaction specially emerges to surface when many negative consequences of job dissatisfaction come to mind such a disloyalty, increased absenteeism, low productivity, turnover and increased number of accidents etc. (Aziri, 2011). Therefore, in order to be competitive in this global business environment companies

must identify factors that affect job satisfaction and morale of their employees (Al-Zu'bi, 2010). Job satisfaction is under the influence of a series of factors such as the nature of work, salary, growth opportunities, management, work groups and working conditions etc. (Aziri, 2011).

2.9 Effects of Organizational Justice on Job Satisfaction

Welbourne, et al, (1995) noted that organizational justice dimensions have been found to be important predictors of a wide variety of outcomes, including satisfaction with leaders (Tyler & Caine 1981). Ramamoorthy and Stringer (2017) indicate that the perception of justice should have more impact on females' job satisfaction than males. In the current study, organizational justice is divided into three sub-dimensional factors: distributive, procedural, and interactive justices which have positive correlations with job satisfaction (Bowling & Hammond, 2008; Colquitt, 2001; Colquitt et al., 2001).

A study by Boateng and Hsieh (2019) found that distributive and procedural justice (but not interactional justice) had positive effects on job satisfaction, and only procedural justice (but not distributive or interactional justice) had a significant positive association with job satisfaction. Jameel, Ahmad and Karem (2020) claimed that it is the most important dimension of organizational justice and it has a significant effect on job satisfaction. Ghran, Jameel Ahmad (2019) findings showed the components of organizational justice's distributive justice and interactional justice have positive effects on job satisfaction. However, distributive justice found a high effect on Job satisfaction. While, Procedural justice found non-significant effect on

job satisfaction may be because of the environment and policy of public schools in Iraq which is directly related to government policy in case of, promotions, salary and employment.

Iqbal (2013) examined the strength and significance of the relationship between three types of justice (Procedural, Distributive and Interactional) job satisfaction and work performance. The study investigated the relationship in the Pakistani context. Data was collected through questionnaire from the employees of educational institutes working in Pakistan. The results showed that employee's perception about Procedural and Interactional justice has a great effect on their job satisfaction while in Pakistani context distributive justice does not have significant impact on job satisfaction. This research can be useful for researchers and managers and can also be used in making more suitable strategies to increase job satisfaction of employees.

Sareshkeh, Ghaziani and Tayebi (2012) investigated the impact of organizational justice perceptions on job satisfaction and organizational commitment in Iranian sport federations' employees. The results indicate that organizational justice affects directly employees' overall organizational commitment and overall job satisfaction didn't mediate this effect; procedural justice has a direct effect on overall job satisfaction; and both distributive justice and interactional justice have a direct effect on overall organizational commitment; procedural justice as well as interactional justice have a direct effect on satisfaction with coworker and supervisor; distributive justice has a direct effect on continuance commitment and interactional justice has a direct and an indirect effect on affective commitment.

Zainalipour, et al, (2010) analyzed the correlation between organizational justice and job satisfaction. This study also analyzes the impact of organizational justice components as encompassed by three specific forms of justice perceptions; distributive justice, procedural justice, and interactional justice on job satisfaction. Findings indicated significant positive relationships between organizational justice and job satisfaction. Correlation analysis for the three components of organizational justice showed that two dimensions of organizational justice namely distributive and interactional justice had positive relations with four dimensions of job satisfaction namely supervision, coworker, pay and promotion and they didn't have correlation with nature of job as a dimension of job satisfaction. Procedural justice demonstrated a significant correlation for all dimensions of job satisfaction. Multiple regressions revealed significant impact of distributive justice and interactional justice with job satisfaction

2.10 Empirical review

Jameel, et al, (2020) examined the impact of organizational justice on job satisfaction among nurses. The study cohort was composed of nurses from 2 public hospitals. A stratified sampling technique was employed to ensure better representation of samples from the 2 hospitals. A total of 184 valid questionnaires from 2 public hospitals were analyzed by structural equation modeling. The results showed that the 3 dimensions of organizational justice, namely distributive justice, procedural justice, and interactional justice, have a positive and significant impact on the nurses' job satisfaction. Distributive justice showed a greater impact on job satisfaction than procedural justice and interactional justice. The supervisors and administrators should

be provided with information on how improvement in organizational justice leads to job satisfaction and on-the-job facilitation of employee innovation.

Ahmad and Jameel (2021) investigate the impact of organizational justice dimensions on academic staff satisfaction in the Iraqi higher education system. The study deployed the quantitative method to measure academic staff's organizational justice and satisfaction at Iraqi public universities located in Baghdad. The study was a quantitative study using descriptive survey design. The study used questionnaire as the main data collection instrument to gather data. However, the study employed stratified technique to ensure the better represented of sample. Only 297 responses were valid to be analyzed by using (AMOS). The findings showed that distributive justice, and interactional justice positively impacted on employee job satisfaction and able to increase the performance, while procedural justice did not impact on an employee job satisfaction. However, distributive justice had higher impact on staff job satisfaction compared to interactional justice. The findings of this study imply that decision-makers at universities should pay more attention to the fair distribution of resources, payment, promotion and training to increase job performance.

Ghran, Jameel and Ahmad (2019) examined the effect of organizational justice on job satisfaction among secondary schools' teachers and enrich the body of knowledge in Iraq and the Middle East countries. The study was a descriptive survey and quantitative approach was used. The study conducted in 8 secondary schools in Heet city province of Anbar, Iraq, questionnaires were used to collect data for the study. The results of the study were analyzed using linear multiple regression. The results

showed the components of organizational justice's distributive justice and interactional justice positively effect on job satisfaction. However, distributive justice found to have a high effect on Job satisfaction. While, Procedural justice found non-significant effect on job satisfaction may because of the environment and policy of public schools in Iraq which is directly related to government policy in case of, promotions, salary and employment.

Ajala (2017) examined the influence of organizational justice on job satisfaction of employees in the manufacturing sector in Ogun State. The study used descriptive ex-post facto design. The population of the study consists of staff of five firms at the manufacturing sector in Ogun state, Nigeria. Five firms were randomly selected from manufacturing firms within the industrial estate of Ogun State. The sample was three hundred respondents. The main instrument used for the study is a questionnaire. Data were analyzed using simple percentages for demographic characteristic of the respondents, mean and standard deviation used for item analyses of the questionnaire content and hypotheses using Pearson Product Moment Correlation at 0.05 level of significance. Finding showed that there is strong relationship between the three dimensions of organizational justice and job satisfaction in the following descending order distributive justice ($r = 0.955$); procedural justice ($r = 0.968$) and interactional justice ($r = 0.966$). The findings showed that the level of job satisfaction is a direct response to the perceived existence of organizational justice at the workplace.

A survey by Rauf (2014) also confirmed this in her study conducted in the eastern region of Sri Lanka with a stratified random sample of two hundred and thirty (230) school teachers. The researcher adopted a quantitative approach and a Pearson Correlation Coefficient was used for its data analysis. The result showed a positive moderately significant relationship between teachers' perceptions of distributive justice, procedural justice, interactional justice and organizational citizenship behavior.

Hao, Hao and Wang (2016) investigated the relationship between organizational justice and job satisfaction: Evidence from China. The study used quantitative approach and the data collection instrument was the questionnaire to investigate more than 300 employees. The data analyses were using confirmatory factor analysis, correlational and regression analysis. The finding concluded that in SOEs, the employees' perception about procedural justice was higher than distributive justice. The study also found that the procedural justice, distributive and interactive justice have positive effect on employees' job satisfaction.

Abekah-Nkrumah and Atinga (2013) examined whether organizational justice (distributive justice, procedural justice and interactional justice) predicts job satisfaction and performance of health professionals and whether the demographic characteristics of hospital employees mediate the relationship between workplace justice and job satisfaction and performance. The study employed quantitative approach and the research designed was descriptive survey. The used questionnaire to gather data. The study population was 300 respondents in seven hospitals using

convenient sampling. Hypotheses were tested using multiple and hierarchical regression models. The findings showed that distributive justice, procedural justice and interactional justice predict job satisfaction and performance of health professionals.

Ahmadzadeh Mashinchi, Yaghoubi, Ahmadi, Hadi and Hamid (2012) explored the relationship between organizational justice using (distributive justice, procedural justice and interactional justice) job satisfaction, that is employees' perceptions of workplace justice Iranian environment. The data were collected through the distribution of questionnaires among 229 employees of Furniture Manufacturing Company through a stratified random sampling. The mean and standard deviation was used to analyze the data gathered. The study findings showed that only one significant relationship existed between the age of respondents and their perceptions of organizational justice. The findings also suggested that this was a positive association organizational justice and job satisfaction. Employee job satisfaction depended upon the organizational justice of managers.

2.11 Conceptual framework

According to Imenda (2014) a conceptual framework is an end result of bringing together a number of related concepts to explain a given event and also give a wider understanding of the research problem. The study argues that can have influence employee job satisfaction in Ministry of Transport depends on procedural justice, distributive justice, interactive and information justice as shown in Figure 1:

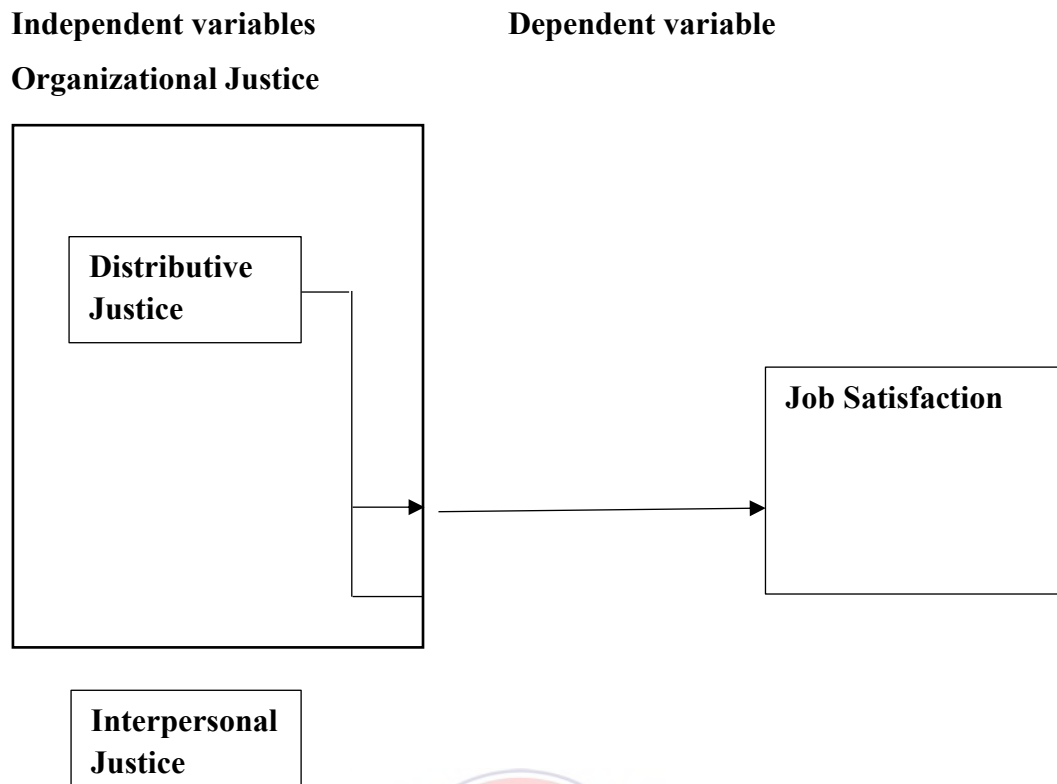


Figure 1: Conceptual framework impact of organizational justice on employee job satisfaction Source: Authors' construct (2022)

This chapter review of literature on Equity Theory, impact of Distributive justice employee job satisfaction, procedural justice best predicts employee job satisfaction, impact interpersonal justice on employee job satisfaction, Theoretical framework, conceptual framework, empirical review. Abekah-Nkrumah and Atinga (2013) findings showed that distributive justice, procedural justice and interactional justice predict job satisfaction and performance of health professionals. Usmani and Jamal (2013) findings showed that significant relationship exists between distributive justice, interactional justice, temporal justice and job satisfaction.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter provides background and justification for the study design and methodology. It covers the research design, the population, sample and sampling techniques, data collection instruments, data collection procedures, pilot testing and data processing and analysis.

3.2 Research design

DeVos and Fouche (2015) defines a research design as the blue print or detailed plan of how a research study is to be conducted, it guides with the logical arrangements for the collection and analysis of data so that conclusions may be drawn. The study utilized survey research method. Surveys are commonly used methods in positivist paradigm research that seeks to explain and predict relationship between organizational justice and job satisfaction. The cross-sectional survey will be used to explore the Cross-sectional survey will be used because it has the advantages of producing good responses from the wide range of respondents (Thornicroft, Brohan Rose Sartorius & Leese, 2009).

The descriptive survey method is preferred because it is probably the best method for collecting original data for purposes of describing a population that is too large to observe directly (Tshuma & Mafa, 2013). The descriptive survey therefore enabled the researcher to make accurate observations of the natural situation. The survey can be analyzed quickly. It is less time-consuming, and responses can be analyzed and

tabulated within a short timeframe. Data can be analyzed quantitatively using descriptive and inferential statistics (De Leeuw, 2005; Mugenda & Mugenda 2003).

The questionnaire reduces the biasing errors that might result from the personal characteristics of the interviewers and variability in their skills (Goehring, Gallacchi Kunzi & Bovier, 2005). However, despite its advantages, there are some disadvantages. Some of the weaknesses of the survey are that quantitative data fails to provide a detailed description of the experiences of the respondents and a large sample size will be required for the data analyses (Sedgwick, 2014). Despite its weakness, the survey is considered more appropriate for quantitative study hence survey will be used.

3.3 Research Approach

This study will use quantitative approach. Quantitative approach puts emphasis on numerical data gathered through questionnaire. The quantitative approach stresses on procedure, methodology and statistical measures to test hypothesis and make predictions based on data collected and use descriptive and inferential statistics to analyze the data.

3.4 The Population of the Study

Babbie (2007), posits that population is the group that the researcher is interested about for the purpose of collecting data, analyzing the data and generalization of findings. The target population is made up of 54 junior staff and 76 senior staff employees of the Ministry of Transport.

3.5 Sample and Sampling Procedures

A sampling frame is a complete list in which each unit of analysis in a research study is mentioned only once (Welman & Krugler, 2001). The researcher data collected to gain in-depth knowledge effects of compensation packages teachers' performance. Mugenda and Mugenda (2003), argued that the sample must be carefully selected to be representative of the population and that there is the need for the researcher to ensure that the subdivisions entailed in the analysis are accurately catered for. The study will employ the use of simple random sampling technique and purposive sampling technique. Simple random sampling technique was used to select the teaching staff. To obtain the minimum population sample for this study, representative sample will be calculated based on formula for sample size determination and for finite population.

The final sample size was determined using the formula by Kothari (2004) as given below:

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

Where:

n = sample size,

N= population universe and

e= the confidence level

The study adopted a confidence level of 95% and the margin of error is therefore 5% which is acceptable in social science research. The break down for each of the group is calculated as follows:

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

$$n = \frac{130}{1 + 130(0.05)^2}$$

$$n = \frac{130}{1+130(0.0025)}=98$$

Using the formula and given a target population (N) of 98 respondents was drawn. The investigator then employed stratified random sampling method, a probability design to select respondents. The method involves dividing the population into homogenous sub groups (strata) and then taking a simple random sample in each sub-group (Kombo, 2006).

3.6 Data collection instrument

The data collection instrument used structured questionnaire because they are quick to compile or adopt or adapt from previous study or studies and straightforward to code and do not discriminate unduly based on how accurate the respondents are (Cohen, Manion & Morrison, 2007). Again, the questionnaire is economical to administer in terms of time and less expensive and can be administered to a large number of respondents. It ensures anonymity; hence respondents can respond genuinely without fear of identification. The questionnaire will be specifically designed to accomplish the objectives of the study.

The structured questionnaire will be closed-ended questions. The questionnaire was divided into four sections. Section A will collect data on basic demographic information of the respondents such as gender, age, academic qualifications, location of the respondents, and working experience; Section B will cover the Distributive

Justice Scale (DJS): The instrument consists of 5 items measuring employees' perceptions of distributive justice developed by Niehoff and Moorman (1993). The Cronbach's alpha for this scale in Niehoff and Moorman (1993); Al-Zu'bi (2010) had (0.79) while the reliability coefficient for this study is 0.77. Section C of the questionnaire captures items on Procedural Justice Scale (PJS).

The instrument consists of 6 items measuring employees' perceptions of Procedural Justice developed by Niehoff and Moorman (1993). The Cronbach's alpha for this scale in Western studies was (0.90) Niehoff and Moorman (1993); Al-Zu'bi (2010) had (0.82) while the reliability coefficient for this study is 0.85. Section D covered the Interactional Justice Scale (IJS): The instrument consists of 9 items measuring employees' perceptions of Interactional Justice developed by Niehoff and Moorman (1993). The Cronbach's alpha for this scale in Western studies was (0.90) Niehoff and Moorman (1993); Al-Zu'bi (2010) had (0.80) while the reliability coefficient for this study is 0.78. Section E captured the items on Job Satisfaction Scale (JSS): The instrument contains 7 items developed by Fernandes and Awamleh (2006) measuring job satisfaction among employees. The Cronbach's alpha for this scale in Western studies was (0.87) Rad and Yarmohammadian (2006); Al-Zu'bi (2010) had (0.83) while the reliability coefficient for this study is 0.85

All the items in the survey will be measured on a 4-point Likert scale. The respondents will be asked to indicate their level of agreement on each item. Each item will have a four 4-point scale ranging from 1 = strongly disagree, 2 = Disagree, 3 = Agree, and 4 = strongly agree. The Likert scale will be used because it is relatively

easy to construct, facilitate quantifications of the responses, assist in the easy ranking of the items and the respondents are more likely to respond to all the statement on the instruments and also capture the respondent's opinions (Kothari & Garg, 2014). Likert scale is more comfortable to construct, interpret, and also provides the opportunity to compute frequencies, percentages, means standard deviation, and to run other statistical analyses such as t-test and ANOVA (Willits, Theodori & Luloff, 2016).

3.7 Data Collection Procedure

Primary data will be collected from the staff using a self-administered closed-ended questions. The researcher will administer the questionnaire individually to the respondents. The researcher will ensure that all questionnaires issued to the respondents are received. To achieve this, the researcher will maintain a register of questionnaires, which will be sent. The questionnaire will be administered using a drop and pick later method to the sampled respondents. The drop and pick method are preferred for questionnaire administration so as to give respondents enough time to give well thought out responses.

3.8 Pilot Test

A pilot test will be conduct before the instrument is used to gather data for the study. The responses from the study will be used to determine the reliability of the instrument before it will be sent out for the main study.

3.9 Validity and Reliability of the Research Instruments

According to Maxwell, (1992), validity is the degree by which the sample of test items represents the content the test is designed to measure. Content validity ensures that the measure covers the broad range of areas within the concept under study. This is important because not everything can be covered and therefore items need to be sampled from all the domains. Content validity was employed in this study as a measure to which data collected using this particular instrument represented a specific domain or content of the concept to ensure that the measure covered a broad range of areas within the concept under study. Content validity was enhanced further by comparing study findings with the literature review. Reliability will be tested to determine the extent to which the measuring procedure yield the same results on repeated trials as explained by (Neumann, 2000).

3.10 Reliability of the Instrument

Reliability is an instrument which is used to describe the overall consistency of a measure. A measure is said to have a high reliability if it produces similar results under consistent conditions (Neil, 2016). The issue of reliability was ensured through the appropriate stratified random sampling is another indication of reliability in this study. To test the reliability, the Likert scale will be used in this study, and reliability analysis was done using Cronbach's Alpha as the measure. A reliability co-efficient of $\alpha \geq 0.50$ is considered adequate in indicating a high level of internal consistency for the Likert scale that was used. George and Mallerly (2013) argue that if the statistical Alpha is equal or greater than 0.50 the questionnaire scale is considered reliable. This process assisted in addressing any weaknesses with the questionnaire

and the general survey technique of the research. Improvements and editing was made on both the structure and content of the research tool to help increase internal consistency

3.11 Ethical Considerations

To ensure that ethical principles is followed and adhered to. The researcher will collect an introductory letter from the Institutional Review Board to aid the data collection. The ethical considerations will include the informed consent, confidentiality and anonymity of participants. Participants will be given the needed information to make an independent decision as to whether to participate or not. Also, information gathered was used solely for the intended purpose.

3.12 Data Analysis and Presentation

For data analysis, descriptive and inferential statistics were used. The Statistical Package for Social Scientists (SPSS) software was used for the statistical analysis. Results for the study were presented in tables and standard deviations. The descriptive statistical analysis was used in describing the sample while inferential statistics inferred data obtained to the entire population. The inferential statistics was also used in testing the assumptions about the population, and helped determine the extent to which the findings represent the entire population. (Discussion in chapter four)

CHAPTER FOUR

DATA ANALYSIS, DISCUSSION AND PRESENTATION OF RESULTS

4.1 Introduction

This research sought to find out first and foremost examine the impact of organizational justices on job satisfaction of employees in Ministry of Transport. The survey was distributed using questionnaires to four selected staff of Ministry of Transport. In all, a total of 100 questionnaires were sent out to respondents. Notwithstanding, only 97 respondents answered the questionnaires successfully. The 97 responses gathered were analyzed and the results are presented.

4.2 Section A: Demographic Characteristics

The respondents for the survey had been profiled according to their gender, age, levels of education, and duration as staff of the Ministry of Transport. Notably, 100 questionnaires were distributed to the mentioned organization. Finally, after screening of data, the researcher had to make do with 97 questionnaires which became valid and usable for analysis.

4.3 Descriptive Statistics of Demographic Variables

Table 4.1: Sample Characteristics (n=97)

Variable	Classification	No.	Percent (%)	Missing System
Gender	Male	57	58.8	
	Female	40	41.2	3.0
Age	18-24	2	2.1	
	25-34	7	7.2	
	Above 24	88	90.7	3.0
Education	Masters	21	21.0	
	Bachelor	71	73.2	
	Diploma	5	5.2	3.0
Marital Status	Single	12	12.4	
	Married	81	83.5	
	Divorced	4	4.1	3.0
Years of Work	1-5 yrs.	2	2.1	
	6-10 yrs.	33	3.40	
	Above 10 yrs.	62	63.9	3.0

Source: Field Data (2022)

In all, a total of 100 questionnaires were sent out to respondents. From this number, 97 respondents successfully completed and returned their questionnaires. This constitutes 97 percent response rate. The age of the participants ranged from 18

years old to 34 years old and above 34, with age above 34 years old being the most common age group (90.7%). This survey generated 58.8% responses from male staff, and 41.2% responses from female staff. Majority of the respondents (73.2%) hold Bachelor's Degree while 21.6% hold Master's Degree with only 5.2% of the respondents holds Diploma Certificate. Majority of the respondents (83.5%) are married while 12.4% are single, 4.1% of the respondents are divorced. Finally Results from the demographic data of the with regard to years of working experience from respondents shows that 2.1% workers have 1 – 5 years working experience, 34.0% workers have 6 – 10 years working experience and 63.9 workers have more than 10 years working experience

4.4 Reliability Test

Reliability was calculated using the internal consistency measure known as Cronbach's alpha, which tells how well items measure the same construct. Reliability was tested for each of the two constructs extracted. Using the criterion for assessment, which state if the Cronbach's Alpha coefficient exceeds ($\geq .70$) implies that there exists an adequate reliability for group comparison. Also if Cronbach's Alpha coefficient exceed ($\geq .90$) implies that there exist an adequate reliability for individual monitoring.

The Cronbach's Alpha reliability check was employed to ensure that responses to questions under the various latent variables such as distributive justice, formal procedures, interactive justice, job satisfaction and turnover intention have an acceptable level of correlation or have high reliability.

Table 4.2: Reliability of Constructs

Reliability Statistics	Distributive Justice	Formal Procedures	Interactive Justice	Job Satisfaction
Cronbach's Alpha	0.920	0.733	.700	.713
Number of Items	5	6	9	7

Source: Field work (2022)

The rule of thumb for reliability testing using Cronbach's Alpha is that a reliable Cronbach's Alpha should be 0.7 or upwards, if the internal consistency of a scale falls below 0.7 the responses are regarded as questionable. Since the Cronbach's Alpha for distributive justice is .920, the scale is considered to have high reliability and consistency. Cronbach's Alpha for Formal procedure is .733, the scale is considered to have acceptable reliability and consistency.

Cronbach's Alpha for Formal procedure is .733, the scale is considered to have acceptable reliability and consistency. Cronbach's Alpha for Interactive justice is 0.700, the scale is considered to have acceptable reliability and consistency. Cronbach's Alpha for Job satisfaction is .713, the scale is considered to have acceptable reliability and consistency.

4.5 Regression Analysis

In order to find out the predictive relationship between organizational justice and job satisfaction at Ministry of Transport, a multiple regression analysis was performed in SPSS. Job satisfaction served as the dependent variable while distributive justice,

formal procedure, interactive justice and turnover intention were the independent variables. The results are illustrated and explained below

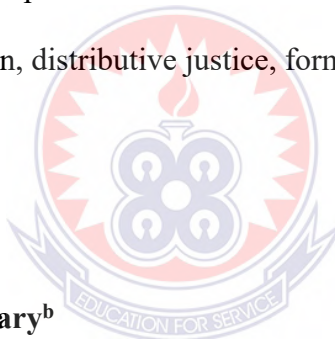
Table 4.3: Regression Analysis

Variables Entered/Removed			
Model	Variables Entered	Variables Removed	Method
1	Turnover Intention, Interactive Justice, Formal Procedure, Distributive Justice	.	Enter

a. Dependent Variable: Job Satisfaction
b. All requested variables entered.

Source: Field Data (2022)

The table above serves as a presentation of the variables within the regression analysis performed; Job satisfaction, distributive justice, formal procedure, interactive justice and turnover intention.



4.6 Model Summary

Table 4.4: Model Summary^b

Model Summary ^b					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.745 ^a	.555	.536	.22985	.663

a. Predictors: (Constant), Turnover Intention, Interactive Justice, Formal Procedure, Distributive Justice

b. Dependent Variable: Job Satisfaction

Source: Field Data (2022)

Here the R Square which means the amount of variance in the dependent variable that is accounted for or explained by the independent variable in this study. From the model summary above, R Square is .555 which means 55.5% of the variance is accounted for in the model.

4.7 ANOVA

Table 4.5: ANOVA

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	6.065	4	1.516	28.701	.000 ^b
	Residual	4.860	92	.053		
	Total	10.925	96			

a. Dependent Variable: Job Satisfaction

b. Predictors: (Constant), Turnover Intention, Interactive Justice, Formal Procedure, Distributive Justice

Source: Source: Field Data (2022)

4.8 Discussion

4.8.1 Hypothesis Test Result

Hypothesis One:

H₁: There is no statistically significant relationship between the organizational justice and job satisfaction at Ministry of Transport in Accra.

As shown in the Anova model above; the p-value or significant value is than .05 which means that there is a significant relationship between organizational justice and job satisfaction at the Ministry of Transport. The Null hypothesis is therefore rejected.

Table 4.6: Coefficients

COEFFICIENTS ^a										
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlations			Collinearity Statistics	
	B	Std. Error				Beta	Zero-order	Partial	Partial	Tolerance
1	(Constant)	-.373	.396	-.941	.349					
	Distributive Justice	-.073	.038	-.169	.899	.290	-.195	-.133	.614	1.629
	Formal Procedure	.421	.098	.361	4.309	.000	.399	.410	.300	.691
	Interactive Justice	.697	.080	.685	8.693	.000	.658	.672	.604	.778
	Turnover Intention	.052	.083	.048	.635	.527	.195	.066	.044	.828

a. Dependent Variable: Job Satisfaction

Source: Field Data (2022)

Table 4.6 reveals which variable (predictive variables) significantly influence the dependent variable. In this case, once again the predictive variables as shown in Table 4.6 above are distributive justice, formal procedure, interactive justice and turnover intention, with job satisfaction being the dependent variable. The results would be used to test and explain the various hypothesis.

Hypothesis Two:

H₂: Distributive justice best predicts employee job satisfaction in Ministry of Transport in Accra.

In the case of **distributive justice**, the Beta (B) is .073 and the p-value or significant value is more than .05, this means that distributive justice predict job satisfaction among staff at Ministry of Transport. That's variation of distributive justice variable does not significantly predict level job satisfaction. That is the alternate hypothesis is rejected.

Hypothesis Three:

H₃: Procedural justice best predicts employee job satisfaction in Ministry of Transport in Accra.

Again, in the case of **formal procedure or procedural justice**, the beta (B value) is .421 and the p-value or significant value is .000 thus less than .05. This means formal procedure is significant to job satisfaction and a predictor of job satisfaction among staff of Ministry of Transport. An efficient and effective implementation of formal procedure results in an increase in job satisfaction among the staff. In other words, formal procedure predicts the level of job satisfaction among staff at Ministry of Transport. The alternative hypothesis is therefore accepted.

Hypothesis Four:

H₄: Interactional justice best predicts employee job satisfaction in Ministry of Transport in Accra.

Furthermore, **interactive justice** shows B to be .697 and significant or p-value .000. This means that interactive justice influences or impacts job satisfaction among staff at Ministry of Transport since the p-value is less than .05. Thus, interactive justice is not a predictor of job satisfaction among staff at Ministry of Transport. The alternative hypothesis is therefore accepted.

Procedural justice emerged the variable with the strongest impact on employee job satisfaction in the ministry of transport. The implication is that, the perception of employees of the ministry as regards procedures employed in formulating and implementing policies, making decisions and determining outcome strongly influence their job satisfaction. This findings is in sync with the conclusion of Choong et al. (2010) that, in determining job satisfaction, procedural justice is more influential than distributive justice. This could be attributed to the nature of the ministry's work which might have influenced employees' perception. The ministry's work involves strict adherence to procedures in performing their functions. Since the ministry of transport is an environment where it is mandatory to follow laid down procedures in every task that is performed, employees of the Service are likely to hold it highly satisfactory where due processes are followed an in fair manner. This might explain why procedure justice is significantly influential in predicting employee job satisfaction in the ministry. From the analysis, distributive justice also has a significant influence on employee job satisfaction in the ministry of transport. This is in line with the conclusion of Haar & Spell (2009) that distributive justice is highly associated with employee job satisfaction in their survey on how distributive justice affects work attitudes. Working in the ministry, an institution that seeks to perform is functions to

ensure fairness and equity in the transport sector i.e. public and private transport services, employees of the ministry are likely to be satisfied if same fairness is applied in the distribution and allocation of resources pertaining to them since they support the ministry in achieving fair and safe transport services across the whole nation. The question is; if there could be fairness in the allocation of resources for the whole nation, why not in the transport ministry which is small portion of the nation? Perhaps, after ensuring that there is fairness in the procedure use to determine these outcomes, they also seek fairness in what is allocated to them as compared to workers elsewhere or even within the ministry.

From the study, interactive justice was realized to be of no significance in predicting employee job satisfaction in the ministry of transport. This may be so because the ministry is an environment where most of the employees provide support to the minister without necessarily dealing directly with their immediate supervisors. For this reason, they do not see the need for that fairness in the supervisor-employee relationship to predict their satisfaction. An employee is seen to have accomplished his task once he follows laid down procedures and ensures that a service needed is rendered to support the ministry. Although supervisors exist, most employees have the autonomy in performing their job tasks without constantly relating to their supervisors. This is what might be accounting for interactional justice's non-significance in predicting job satisfaction.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATION

5.1 Introduction

This chapter presented the discussions of the data analyzed, the general conclusion and provides some recommendation for key stakeholders such as future researchers and advertisers.

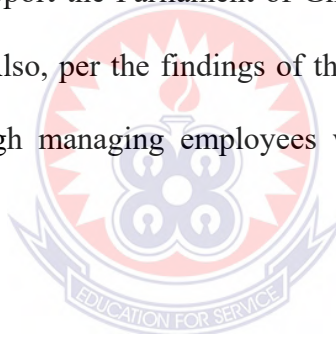
5.2 Summary of findings

This research contributes to understanding of how examine the of organizational justices impacts on job satisfaction of employees. Through the use of survey, with administration of questionnaires, four hypotheses were tested and conclusions were drawn from the results generated.

Total of 97 (ninety seven) respondents of which 57 were male and 40 females participated in this research. The research questionnaire was distributed among staff of ministry of transport after validity and reliability test was conducted. The results show a positive and significant relationship between organizational justice and job satisfaction and is a predictor of organizational justice. The results of this study further indicate that the components of organizational justice (distributive justice and procedural justice) have a positive and a significant relationship with job satisfaction, which also indicates that distributive justice and procedural justice both are predictors of job satisfaction. However, interactive justice is not significantly related to job satisfaction and as such is not a predictor of job satisfaction.

5.3 Conclusion

Human resource is the pivot of the survival of every organization. If employees of organizations are managed well, organizations stand the chance of reaping the good benefits that accompany it. Managing employees well include ensuring that there is employee job satisfaction. If procedural and distributive justices have strong positive impact on job satisfaction in the ministry of transport, then the board, ministers, directors and management of the ministry must put pragmatic measures in place to ensure a high positive employee perception of procedural justice and distributive justice since these have significant positive impact on employee job satisfaction as findings from the study suggests. This would produce a highly motivated and satisfied workforce that would support the Parliament of Ghana in performing their functions to promote democracy. Also, per the findings of the study, a sure way of promoting job satisfaction is through managing employees well to perceive higher levels if organizational justice.



5.4 Recommendation

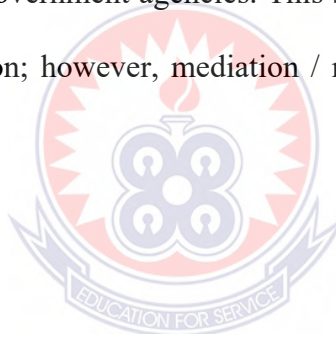
In light of the findings of the study, it is highly recommended that the board, ministers, directors and management of the ministry of transport pay particular attention to fair procedures in making decisions, implementing policies and determining outcomes in the ministry in order to ensure fairness and job satisfaction. They should also ensure that there is fairness in the allocation of resources, taking in account the input that employees offer to the course of the performance of the functions of the ministry. In addition to these, they should promotes distributive justice through recognition and fair penal systems that which are cost effective.

5.4.1 Recommendation for Further Studies

For future research, it is recommended that the research be extended to test the impact of job satisfaction on the productivity of employees so that we can determine the actual impact that organizational justice has on productivity on the whole.

A similar research could also be conducted in another institution under the public service commission or in a private sector to ascertain how difference in environment could inform the findings of the research to enrich literature, and finally, the sample size be increased to have a more accurate research findings.

It is recommended that future studies should replicate this study by considering more staff outside Accra and government agencies. This study is focused on organizational justice and job satisfaction; however, mediation / moderation may bring changes to current findings.



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APPENDIX A

QUESTIONNAIRE FOR EMPLOYEES IN MINISTRY OF TRANSPORT, ACCRA

This questionnaire has been designed to solicit information for purely academic purposes. This is to enable the researcher to examine the impact of organizational justices on job satisfaction of employees in Ministry of Transport, Accra. All information given would be treated with utmost confidentiality and for academic purposes only. Thank you.

Section A: basic demographic data (please tick where appropriate)

1. Age of the respondents

a) 18 – 25 () b) 26 – 35 () c) 36 – 45 ()

d) 46 – 55 () e) 56 – 59 ()

2. Gender; a) Male () b) Female ()

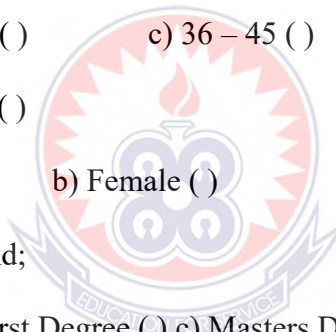
3. Educational Background;

a. Diploma Level () b) First Degree () c) Masters Degree () PhD).....

4. How long have you been working in this institution.

a) 1 - 2 Years () b) Less than 5 Years ()

c) Less than 10 Years () d) 11 - 20 Years e) 21 - 30 Years f) 31 - 50 Years



SECTION B: This section examines employee perception towards distributive justice. Please indicate and tick the level of agreement to the answers provided
Where 1 = Strongly Disagree; 2 = Disagree; 3 = Not sure; 4 = Agree and 5 = Strongly Agree

	Statements	SD	D	UN	A	SA
5	My work schedule is fair I consider my work load to be quite fair					
6	Overall the rewards I receive are quite fair					
7	I consider my work load to be quite fair					
7	I think that my pay is fair					
8	I feel that my job responsibilities are quite fair					



SECTION B:

This section examines employees' perception towards procedural justice at Ministry of Transport in Accra. Please indicate and tick the level of agreement to the answers provided Where 1 = Strongly Disagree; 2 = Disagree; 3 = Not sure; 4 = Agree and 5 = Strongly Agree

	Statements	SD	D	UN	A	SA
9	Job decisions are made by my supervisor in a biased manner					
10	My supervisor makes sure that all employee concerns are heard before Job decisions are made					
11	To make job decisions, my supervisor collects accurate and complete information					
12	My supervisor clarifies decisions and provides additional information when requested by employees					
13	All jobs decisions are applied consistently to all affected employees					
14	Employees are allowed to challenge or appeal job decisions made by their supervisors					

SECTION C:

This section determines employees' perception towards interactional justice at Ministry of Transport in Accra. Please indicate and tick the level of agreement to the answers provided. Where 1 = Strongly Disagree; 2 = Disagree; 3 = Not sure; 4 = Agree and 5 = Strongly Agree

	Statement	SD	D	UN	A	SA
18	When decisions are made about my job, the manager deals with me in a truthful manner					
19	The manager offers adequate justification for decisions made about my job					
20	Concerning decisions made about my job, the manager discusses with me the implications of the decisions					
21	When decisions are made about my job, the manager is sensitive to my personal needs					
24	When making decisions about my job, the manager offers explanations that make sense to me					
25	My manager explains very clearly any decisions made about my job					
26	When decisions are made about my job, the manager treats me with respect and dignity					
28	When decisions are made about my job, the manager shows concern for my right as employee					
29	When decisions are made about my job, the manager treats me with kindness and consideration					

SECTION E:

This section examines the employees job satisfaction. Please indicate and tick the level of agreement to the answers provided

Where 1 = Strongly Disagree; 2 = Disagree; 3 = Not sure; 4 = Agree and 5 = Strongly Agree

	Statements	SD	D	UN	A	SA
30	In general, I am satisfied with my job					
31	I find that my opinions are respected at work					
32	Most people in this organization are highly satisfied with their jobs					
33	I am satisfied with the recognition I get for the work I do					
34	I am satisfied with the way my pay compares with that for similar jobs in other organization					
35	I am satisfied with the personal relationship between my boss and his/her employees					
34	I am satisfied with the way my boss handles employees					

