

UNIVERSITY OF GHANA

**THE EFFECT OF ORGANIZATIONAL JUSTICE ON JOB SATISFACTION: A CASE
STUDY OF ACCOUNTING FIRMS IN GHANA**



BY

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CERTIFICATION

I hereby certify that this paper constitutes my own product, that where the language of others is set forth, quotation marks so indicate, and that appropriate credit is given where I have used the language, ideas, expressions or writings of another.

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DECLARATION

I hereby certify that this thesis was supervised in accordance with the procedures laid down by the University.

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PROF. AMPONSAH TAWIAH
(SUPERVISOR)

.....
DATE

DEDICATION

This study is dedicated to the memory of my beloved mother, Mrs Agnes Darko. I know this was your dream. Thank you Mum.

This work is also dedicated to Ernest Owusu Aboagye Esq who supported me throughout the project with his constant encouragement and patience throughout the academic year.

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LIST OF ABBREVIATIONS

PJ Procedural Justice

DJ Distributive Justice

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ABSTRACT

The study sought to examine the overall effect of organizational justice on the job satisfaction of employees among selected firms in Ghana. Guided by the literature, the study sample 60 respondent from 3 accounting firms to examine the effect of organizational justice on the job satisfaction of employees and found that procedural and distributive justice were the two most common types of justice orientation within the firms. These categories help define the concept of justice to employees and how fairly they can obtain treatment within the working environment. Further, it was found that on average given the control variables, the organizational justice (procedural and distributive) of the sampled firms results in the increase in employee job satisfaction. The results show that on average given all the other variables when an employee is a male his satisfaction increases more than female employees. It is therefore evident that organizational justice is relevant to the working environment of organizations since it ensures effective reporting avenues and equal justice are established, helps foster unity, encourages employee participation since it makes employees feel belonged and accepted and also helps to create a healthy work environment which consequently improves job performance. The study recommends organizations to harness strong will for justice and fuse it into their organizational policies. This would make employees focused and aware of the needful and aid them desist from certain unethical behaviours while adhering to strong morals.

CHAPTER ONE

INTRODUCTION

1.1 Background to the study

Usually around the world of business, justices at every level is considered as a pivotal measure to guide behavior in every working environment. Today, the concept of justice in an organizational setting has gained much recognition as major industry players and scholars in academia have sought to consider the relevance of paying a considerable attention to it. Generally, an organization is a structured social system consisting of people and group. Yet, the smallest entity constituting an organization is the people. These people work together in a group setting to attain agreed-upon common goals of the said social system (Greenberg, 2010). In another words, people are the fundamental component to drive an organization to success. With reference to Zhang and Lui, (2006), perception of the people in the organization about what is fair, or rather what is supposedly to be fair is the fundamental cognition that will change people's attitudes and behaviors in association to the organization. Besides that, Greenberg's (2010) research (as cited in Zhang and Lui 2006) also suggested the perception of fairness in workplace is called Organizational Justice. On the other hand, according to Hasan (2010), job satisfaction is a global construct and concept that carries multiple dimension or facets.

Overall, Locke (2003) defined job satisfaction (as cited in Hasan 2010) as "a function of the perceived relationship between what one wants from one's job and what one perceives it as offering". This is aligned with what was depicted by Greenberg (2010) whom explained many organizational behaviour scientist highlighted the importance of knowing how people feel about

their job and referring to this feeling as job satisfaction. Therefore, according to Hollensbe, Khazanchi & Masterson (2008), the degree of fairness being perceived by an employee can influence important work outcome such as job satisfaction and performance, employee behaviours and attitudes towards their job and organization.

Hollensbe et. al. (2008) further articulated the concept which include fairness of decisions about resource allocation (also known as distributive justice) and fairness of the procedure used in the allocation processes (referred to procedural justice). These two types of fairness are found to affect employee's job satisfaction, organizational commitment, working morale, organizational citizenship behavior, withdrawal behavior etc. Similarly, it is widely recognized and backed by many researchers that the level of satisfaction towards job will affect the performance and result of the employee in their assigned work. Eventually, their performance would bring positive outcome to the organization such as high working morale, greater job commitment, improve accountability, sense of organizational citizenship, low employee turnover rate etc. These are the long term benefit of the organization, as such managing people based on organizational justices principle, turn to drive the business to success. (Chong, Wong & Tioh 2010; Georgalis, Samaratunge, Kimberley & Lu 2015; Hassan 2010; Hamlett, 2014; Pyun 1997; Salehzadeh, Asadi, Khazaei Pool, Reza Ansari & Haroni, 2014; Sillito 2009; Zhang 2006).

Therefore, this study sought to provide a detailed examination into the concept of organizational justices and its effect on job satisfaction of employees within the Ghanaian environment.

1.2 Problem statement

The core issue to be addressed with the study is to bridge the gap of the effect of organizational justice on the employee job satisfaction in the Ghanaian environment as highlighted in a study by So (2015). His study considers the impact of organizational justice towards employee job satisfaction in Malaysia, specifically to consider the organizational justice on varying dimensions mentioned. With reference to several researchers such as Fodchuk (2009), Guo (2009), Iyer (2011), Pyun (1997), Oh (2013) and Zhang (2006) organizational justice in non-Western culture and country is not as rich and common as the Western. They also argued that the construct and model used in Western culture may not yield the same findings in other cultures. Besides that, there are researchers such as Choong, Wong & Tioh (2010), Tam (1998), and Wan, Sulaiman & Omar (2012) whom specifically studied organizational justice in Asian context although their focus area was varied.

Nevertheless, all of their work didn't address the impact of the overall organizational justice dimensions on employee job satisfaction. Therefore, the overall purpose of this study is to gain an understanding on how organizational justice in the Ghanaian accounting firms or environment is manifested, particularly from the view point of an employee towards the organization they are serving at. Overall, the central problem is to investigate and clarify the impact of organization justice on employee job satisfaction in Ghana.

Based on these analysis and with limited research on organizational justice and job satisfaction of employees in Ghana, the study sought to provide a comprehensive analysis into the effect of organizational justice in Ghanaian companies on the job satisfaction of employees in these companies.

1.3 Research Objectives

Generally, the study sought to examine the overall effect of organizational justice on the job satisfaction of employees among selected firms in Ghana. Therefore, the study specifically tries;

1. To assess the various types of organizational justice enforced within the selected firms in Ghana.
2. To examine the relevance and usefulness of organizational justice in the workplace of the selected firms in Ghana.
3. To identify the impact of the various organizational justice on the satisfaction of employees within the selected firms in Ghana.

1.4 Research Questions

As motivated by the problem statement of the study, the researcher sought as the following questions to aid the achievement of objectives,

1. What are the various types of organizational justice enforced within the selected accounting firms in Ghana.
2. Why do organizations ensure justice in the workplace of the selected accounting firms in Ghana.
3. What are the impact of the various organizational justice on the satisfaction of employees within the selected accounting firms in Ghana.

1.5 Significance of Study

The significance of this research can be looked at from three different angles: research, practice and policy.

Concerning the research significance of this study, it goes beyond current or available research on organizational justice and philosophy because it examines and make an overall assessment of concept of the impact of justice on job satisfaction among various firms in Ghana in numerous dimensions. This will serve as a guide to future researchers working in the study area whereas building on existing literature on an analytical and empirical evidence of firm on various corporate justice dynamics especially on employee job satisfaction.

Concerning the significance to practice, this study highlights the concept, issues and levels of organizational justice and job satisfaction in various dimensions within firms in Ghana and best practice associated with the various industry. This in effect will provide avenues for making suggestions with regard to the risk associated to each situation whiles enhancing management' confidence by providing more insight for management on a basis of the justice systems and procedures employed within companies in Ghana. This aids in the understanding of various corporate orientations and their justice characteristics and how these affect the job satisfaction of the employees.

In terms of policy, this study helps establish the link if any between the historical trend, issues and practices relative to the various organizational justice and job satisfaction levels in corporate administrations in Ghana. This provides a guide to policy makers such that they are able to collaborate with these investors more in their bid to promote responsible practices in firm governance and enhance the right working atmosphere and development of the firms in Ghana.

Therefore, it will help industry players understand the nature of the various measures in job satisfaction of employees in firms on the Ghana.

1.6 Scope and limitation of the study

The study sought to provide a comprehensive assessment of the impact of organizational justice on employee job satisfaction among selected firms in Ghana. The study covers the best organizational justice systems of the selected companies within Ghana, in their quest to advance and promote sound satisfaction in the workplace, best practices and high performance within the economy.

The Ghanaian business economy as a sector is arguably one of the most sensitive and complicated sectors in the country with majority of risk-oriented and macro-environmental issues arising in the country. Hence, the study sought to limit its scope to only five selected companies in the country, Ghana. The data collected for this study centered heavily on these selected accounting firms in Ghana.

1.8 Chapter Disposition

The study is structured into five (5) chapters.

Chapter one consists of the introduction of the study. The chapter incorporates the problem statement, objectives of the study, research questions, the significance and scope of the study.

Chapter two comprises the literature review of this study. It contains a review of existing studies in order to retrieve information with which the study will be focused. Generally, the study reviews both theoretical and empirical studies related to the study.

Chapter three contains the methodology used in the study to arrive at the findings. This chapter discusses the research design, research instrumentation, target population, sampling procedure and the method of data analysis. Chapter four discusses the empirical results, through the analysis and interpretations of results. Chapter five which is the last chapter provides a comprehensive summary and conclusions of the study as well as recommendations that are appropriate for both policy makers and further academic research.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter presents a detailed review of literature on the research area. Specifically, an overview of relevant concepts and definitions, an empirical review focusing on related studies on employee performance and job satisfaction, a theoretical review presenting theories underpinning the study and finally a conceptual framework of the study.

2.2 Concept of Employee Satisfaction

Due to the level of importance human resource play in every firm, organizations want to manage them efficiently and effectively to avoid the costs of losing. So, some concepts like employee satisfaction are getting more important. Employee satisfaction is a phenomenon that increases the efficiency, performance and loyalty of employees and allows the reduction of employee turnover rate. Employee satisfaction is a result of employees' assessment about their jobs. This concept covers feelings like satisfaction about employees' outcomes (wages, promotions etc.), social relationships in workplace and other conditions at work. According to Heskett et al (1994), if employees are satisfied, this inspires to employees to hold a chain of positive actions which improves the organization's performance. According to Allen and Wilburn (2002), employee satisfaction influences employee productivity, absenteeism and retention.

Hackman and Oldham (1976) suggested some job characteristics, this is as follows; Skill variety, Task identity, Task significance, Autonomy and Feedback about performance. There are too many factors that can satisfy the employees. This makes it very difficult for firms. For the harmony and

combining of three factors, organization, work and worker, it should be that workers enjoy their job and have the sense of self as part of the organization and to participate in the decision-making process related to the business. In this way, it is possible to make the employee more satisfied. Employee satisfaction is important for employees to maintain long-term relationships in the organization and attracting qualified candidates.

2.2.1 Employee Job Satisfaction

By definition, job satisfaction is the positive attitude of employees towards their jobs which is revealed based from their evaluation of working situation (Robbins & Judge, 2008 in Umam, 2010). Pleasant and conducive working condition can be formed should the types and characteristics of the job to be performed match with the employees' needs and values. Therefore, satisfied employees tend to adapt with their working conditions better than the unsatisfied ones. Employees' job satisfaction is affected by two factors; intrinsic and extrinsic factor (Johan, 2002). Intrinsic factor originated from within employees and its incorporated into the working environment while extrinsic factors is the ones coming from outside of each employee such as working environment, physical condition, employees interaction among colleagues, compensation and benefit scheme system, etc.

Job satisfaction is a collective result from various the kinds of employees' personality traits and attitude (Church, 2011). In this case, attitude here refers to employees' response towards job and related to the special factors of the job itself covering supervisory, compensation and benefit, promotion opportunities, working condition, fairness in job performance evaluation, social relationship and immediate responds to complaints. Moreover, indicators used in this study for job satisfaction variable refer to Mas'ud (2004) which conclude job satisfaction in 5 (five) indicators:

satisfaction with salary, satisfaction with promotion, satisfaction with colleagues, satisfaction with supervisor and satisfaction with the job itself.

2.3 The concept of Organizational justice

There has been a lot of work done in terms of organizational justice within the workplace (see Alexander & Ruderman, 1987; Colquitt, 2001; E. G. Lambert et al., 2010; McFarlin & Sweeney, 1992; Robert H Moorman, Niehoff, & Organ, 1993; Nadiri & Tanova, 2010; Simons & Roberson, 2003; Skarlicki & Folger, 1997). According to Colquitt, Conlon, Wesson, Porter, and Ng (2001), justice is referred to “righteousness” and “in organizational settings can be described as focusing on the antecedents and consequences of two types of subjective perceptions: (a) the fairness of outcome distributions or allocations and (b) the fairness of the procedures used to determine outcome distributions or allocations” (Colquitt et al., 2001, p. 425). These types of justice in other terms can be called distributive and procedural justice. However, the first studies have been already conducted in early 1960s, where Adams (1963) presented his theory of inequity and related to justice and fairness. The definition of inequity was presented as: “Inequity exists for a person whenever his or her perceived job inputs and/or outcomes stand psychologically in an obverse relation to what he perceives are the inputs and/or outcomes of other (Adams, 1963, p. 424). Later, in 1965 he analysed the theory of distributive justice that was presented by Homans (1961) as “distributive justice among men who are in an exchange relationship with one another obtains when the profits of each are proportional to their investments“ (Adams, 1965, p. 272). According to Adams (1965), the important thing that people were concerned about was the fairness of outcomes and not the absolute level of outcomes. Therefore, in order to find out if the outcomes

were fair, he suggested calculating the ratio of one's inputs (e.g., experience) to one's outcomes and comparing it with the ratio of other's.

Nevertheless, to be able to predict completely people's reaction to perceived injustice it was not enough to follow only inequity and distribution justice theories, therefore procedural justice came into the context. First ones that introduced procedural justice construct were Thibaut and Walker (1975) and that gave possibility to compare the influence of different justice dimensions. 13 Furthermore, procedural justice - "the perceived fairness of the process by which outcomes were arrived at" (Cohen-Charash & Spector, 2001, p. 279) – not only helped to expand studies of distributive justice, but findings also showed that sometimes the process of how rewards were allocated was more important than the distribution of them (Cohen-Charash & Spector, 2001). Moreover, around the same year researchers started to integrate "fairness concerns with outcomes relevant to organizations (e.g., job satisfaction and organizational commitment)" (Colquitt et al., 2001, p. 426). Eventually, Bies and Moag (1986) presented one more justice dimension by focusing "on the importance of the quality of the interpersonal treatment people receive when procedures are implemented" which was named as interpersonal justice (Colquitt et al., 2001, p. 426).

2.4 Types of organizational justice

2.4.1 Distributive justice

As it was mentioned before, distributive justice started from (Adams, 1965) inequity theory, according to which people are tend to compare their inputs (experience, education, etc.) and outcomes (rewards, recognition, pay rise, etc.) to the inputs and outcomes of others (Poon, 2012).

Many researchers agree that distributive justice refers to the fairness of the outcomes (Alexander & Ruderman, 1987; Cohen-Charash & Spector, 2001; Colquitt et al., 2001; Colquitt, Greenberg, & Zapata-Phelan, 2005; Folger & Konovsky, 1989; Greenberg, 1990; Lambert, 2003; Moorman et al., 1993; Poon, 2012; Skarlicki & Folger, 1997). Mueller, Iverson, and Jo (1999, p. 871) defined distributive justice as “the person’s appraisal of the fairness of his/her rewards (outcomes) given his/her inputs”. However, as most of the literature is focused on the rewards in distributive justice, it includes punishments as well. As Lambert (2003, p. 156) explained: “Organizational punishments must also be fair outcomes in comparison to the negative behaviour of the employee. Therefore, distributive justice is the degree of perceived fairness in distribution and allocation of outcomes within an organization based upon inputs”. Employees are tend to compare what they get from the employment organization and if it is fair comparing with what they gave to the organization. It works as an exchange principle – “people look what they give in exchange for what they receive” (Lambert, 2003, p. 157).

2.4.2 Procedural justice

Procedural justice refers to the perceived fairness of the means or procedures that have been used to determine outcomes (Folger & Konovsky, 1989) and the process of how decisions were made (Tang & Sarsfield-Baldwin, 1996). As it was stated before, Thibaut and Walker (1975) were the first ones that introduced this construct, but later Leventhal (1980) expanded their theory and introduced six rules that procedures should meet in order to be perceive as fair. Thereby, procedures should (1) be applied across people and across time, (2) be based on bias-suppression, (3) be based on accuracy (needed information is collected and used during decision making process), (4) have a mechanism to correct inaccurate decisions, (5) adjust to personal or dominant

standards of ethics and morality, and (6) guarantee that the opinions of the ones who will be affected by the decision have been taken into account (Colquitt et al., 2001). Moreover, fair procedures are important in each organization, because (a) it helps for employees to feel that they have some control over the decisions which is regarded as a way to achieve fair outcomes and (b) it shows that employees are respected within the organization (Poon, 2012) and are valued by their leaders.

2.4.2 Interactional justice

Interactional justice was first introduced by Bies and Moag (1986) and it refers to the interpersonal treatment, when the ones who make the decisions, treat people with respect and sensitivity and explain those decisions properly (Colquitt, 2001). However, later interactional justice was defined as including two specific types of interpersonal treatment (Greenberg, 1993; Greenberg & Cropanzano, 1993). The first one was named as interpersonal justice and referred to “the degree to which people are treated with politeness, dignity, and respect by authorities or third parties involved in executing procedures or determining outcomes” (Colquitt et al., 2001, p. 427). The second one was named as informational justice and referred to “the explanations provided to people that convey information about why procedures were used in a certain way or why outcomes were distributed in a certain fashion” (Colquitt et al., 2001, p. 427). Interactional justice is as much important as distributive and procedural justices within organizations because it refers to the treatment of employees with respect and dignity, clear explanations about the decisions that were made and it deals with both what is said and how it was said (Lambert et al., 2010). Moreover, interactional justice is focusing on both “the issues of treatment and on the role of supervisors in organizational justice” (Blader & Tyler, 2003, p. 120).

2.5 Theoretical Review

This sections sought to provide the underlying theoretical underpinning to the concept of organizational culture and employee performance. In this case, the study sought to consider two broad theories in explaining the concepts under study. These two theories examined below are the theory of organizational excellence and the equity theory.

2.5.1 The Theory of Organizational Excellence

This study is strongly guided by the theory of organizational excellence. The theory of organizational excellence was developed by Thomas Peters and Robert Waterman (Peters & Waterman, 2014). The theory maintains that a strong culture that an organization adopts is mostly directly associated to its success. In the light of this, successful companies are characterized by cultural practices which put emphasis on behavior, relationship to customers, innovativeness and entrepreneurship, productivity, value based effort, simplicity, lean staff and economic utilization of resources. This implies that organizations are likely to stay in businesses if their cultural values provide individuals associated with the organization room to perform.

Anis (2011) in his study on organizational excellence in commercial airline business in Ghana, traced it as far back to its corporate cultural attributes including a continuously developing innovative ways of meeting customers' needs, facilitating novelty and risk employee's risk taking undertakings via incentives for both the customers and employees and showing a conviction in the employees' ability to be involved in the process of making decisions. This enhances avoiding rigidity in the command process and trusting the subordinates. This also involves listening to and adopting employees and customers' suggestions, paying attention to their cultural variables and promoting and clarifying the core values of the organization to the workers (Anis, 2011).

The theory of organizational excellence embraced some of these characteristics which leads to improved financial performance. In addition, strong cultural values in an organization that emphasizes high achievement levels for employees can provide individuals throughout the organization room to perform.

2.5.2 Equity Theory

The equity theory is one of the well-known theories within the organizational setting. The theory was developed by Stacey Adams (Adams, 1945). The equity theory seeks to explain that people are encouraged by their beliefs about the fairness of the reward structure in their organization. Therefore, in a typical organization employees are given the advantage of enjoying what is adequately due them. Generally, employees tend to use prejudiced judgment to balance their contribution and benefit in the relationship to compare themselves with other employees. If they perceive that they are not reasonably compensated they either compromise on the quantity or quality of work or resign from their present organizations.

On the hand, when these same employees perceive that they are favorably rewarded in their organization, employees may be encouraged to become committed (Reiss, 2004). Discrimination exists when individuals perceive that the ratio of their efforts to rewards they get is inversely proportional than it is for their peers. When this occurs, employees may seek to diminish inequity in many ways. These include putting minimal efforts, request to be promoted and change the behavior of the worker among other available options (Robbins, 2012).

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

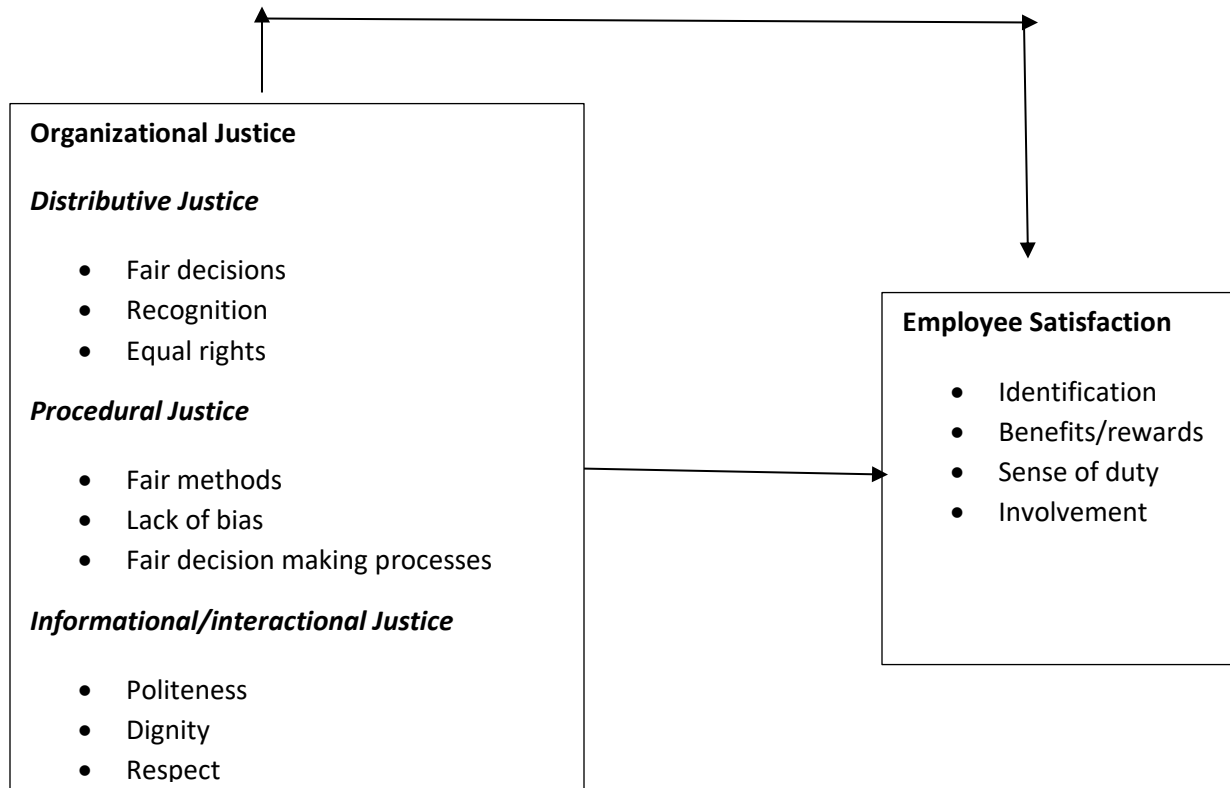
instance, when there is a high disparity in reward structure, remuneration or employee motivation, those employees who are considered key performers recognize high equity when making self-comparisons as compared to average and low performers who recognize low equity when making social comparisons. However, 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.

2.6 Conceptual Framework

A conceptual framework is a theoretical structure of assumptions, principles, and rules that holds together the ideas comprising a broad concept (Zikmund, 2003). The study conceptualized that organizational justice variables influences employees job satisfaction that in turn determine the overall organizational commitment of an employee. The conceptual model describes the potential relationship between these independent and dependent variables as depicted in the figure below;

Figure 2.1 A conceptual model of organizational justice and satisfaction



Source: Authors own construct (2019)

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter presents the research methodology used for the study. It consists of the research design and approach, study population, sample size and sampling technique, sources of data, data collection instrument, data analysis method and ethical considerations.

Methodology is a systematic, theoretical analysis of the methods applied to a field of study (Kothari, 2004). With this, it consist of the theoretical analysis of the body of approaches and principles connected with a branch of knowledge. Characteristically, it incorporates concepts such as paradigm, theoretical model, phases and quantitative or qualitative techniques. Bryman and Bell (2015) posits that a methodology does not set out to provide solutions.

3.2 Research Design and Approach

To achieve the purpose of this study the cross sectional survey design was adopted. This aided the researcher to gather data from participants at a specific given time frame since the study was conducted at a given time frame. In a cross sectional survey study all the measurements for a sample members are obtained at a single point in time, although recruitment may take place across a longer period of time (Sedgwick, 2015). The study employs mainly the quantitative methodological approach. The quantitative approach emphasizes on objective measurements and the statistical, mathematical and numerical analysis of data collected through polls, questionnaires and survey or the manipulation of pre-existing statistical data using computational techniques. For

the purpose of this research, quantitative data was collected from management officials from the selected accounting firms (Bryman & Bell, 2015).

Also, other research methodology includes, the mixed method and the quantitative method. The mixed method approach comprising of qualitative and quantitative approach. This type of method is mostly used to gain an understanding and provides insight into the problem under investigation or helps to develop ideas or hypotheses for potential quantitative and qualitative research. It is also used to uncover trends in thought and opinions, and dive deeper into the problem (Kothari, 2004).

Additionally, qualitative method aid respondents to the study free outline their opinions and perception on the context of the study to aid the researcher arrive at a reasonable conclusion. With the qualitative study, Merriam (2009) emphasized that researches that adopt qualitative approaches are interested in understanding the meaning people have constructed, that is, how people make sense of their world and the experiences they have in the world. Thus this approach is employed to answer the whys and how of human behavior, opinion and experience. To Pathak, Jena and Kalra (2013) qualitative approach to research helps to understand people's beliefs, experiences, attitudes, behaviour and interactions in a study.

3.3 Population of the Study

The target population of this study include the abled staff members of 3 accounting firms in Ghana with much focus on those within the audit and assurance service, finance and accounts, business and marketing, investment and treasury as well as tax and advisory services department which shares significant knowledge and information on the study area. A population is a complete set of elements (persons or objects) that possess some common characteristic defined by the sampling

criteria established by the researcher (Kothari, 2004). The researcher targeted the accountancy firms in the Greater Accra Region. Therefore, the researcher included staff members with significant information for the purpose of achieving the objective of the study.

3.4 Sample Size and Sampling Technique

For the purpose of this study, the purposive and convenience sampling techniques was used to select the participants for the study. The purposive sampling technique helped the researcher to purposely select respondents who have adequate knowledge in the study area. Purposive sampling is a technique widely used in research for the identification and selection of information-rich cases for the most effective use of limited resources (Given, 2008). This involves identifying and selecting individuals or groups of individuals that are especially knowledgeable about or experienced with a phenomenon of interest (Cresswell & Clark, 2011). The convenience sampling method was used by the researcher to select respondents who were readily available and willing to participate in the study.

According to Saunders, Lewis and Thornhill (2012) there is no other criteria to this type of sampling method except that people be available and willing to participate. For the purpose of the study, out of the all departments within the firm, the research sampled three department of the firm namely the audit and advisory, business and marketing and tax and advisory department. This sample represents a reliable portion of the population and highly significant for achieving the objectives of the study. From the sampled firms a well-structured questionnaire was administered to respondents which shared significant amount of knowledge and information on the study area.

By way of sampling size, the Miller and Brewer (2003) sampling size calculator was used to determine the sampling size in line with the population size. The Miller and Brewer's calculator is given as $n = N/[1+N(\alpha)^2]$; where n = sample size, N = population size, α = error allowed. Using this calculator, the sample size was determined as follows $200/[1+200(0.05)^2] = 67$. Therefore, the minimum sample size needed for the study was 67 participants. The researcher then distributed 70 questionnaires of which 60 were returned. This represented a response rate of 86%. Therefore, study employed 60 respondents of the various sampled accounting firms in Ghana for the study.

3.5 Sources of Data

The main data used for this study are from primary and secondary sources. This primary data was collected by the researcher through the administration of a well-structured questionnaire to respondents. Secondary data in the form of published integrated reports on the company's documents was also utilized for the study.

Primary Sources

In getting primary data there are several approaches available to gathering data. In order to collect reliable and valid information, the researcher contacted the selected officials of the firms especially willing respondent which shared significant amount of information and knowledge on the study area. The method used in collecting the primary data was a well-structured opened and closed ended questionnaire.

Secondary Sources

The study also made use of secondary data in collecting information. The sources of the secondary data collected include articles, journals and other information gathered from the firms's records on

organizational justice over the years. This helped to identify how others have defined and measured key concepts, the data sources that of others used and this helped to discover how this research project is related to other studies.

3.6 Data Collection and Data Collection Instrument

Questionnaires and interviews are the most common methods of data collection used in qualitative research and used to explore the views, experiences, beliefs and motivations of individual participants (Gill, Stewart, Treasure & Chadwick, 2008). The study heavily utilized the instrument, questionnaires. The questionnaire was used to collect data from respondents from the sampled accounting firms. Interview was employed to supplement the questionnaire because some respondents from the firms complained of time. For this reason, the researcher prepared a questionnaire and administered them to respondents in the comfort of their various offices. Also, respondents who were clients from the sampled accounting firms made use of the questionnaire. According to Silverman (2013) qualitative methods, such as open-ended questionnaires, are believed to provide a 'deeper' understanding of social phenomena that would be obtained from purely quantitative methods, such as questionnaires. He also stated that open ended questionnaires and interviews are considered most appropriate where little is already known about the study phenomenon or where detailed insights are required from individual participants.

For the purpose of achieving the objectives of this study, the research adopted a comprehensive study instrument to aid in the collection and for gathering data. The instrument was divided into two sections. Section A, focuses on the demographic characteristics of the respondents such as gender, job title etc. Section B considered the types of organizational justice, usefulness of organizational justice in the workplace as well as the impact of the various organizational justice

on the satisfaction of employees. Items on the scale are measured on a 5 point Likert scale from “1= Strongly Disagree” to “5= Strongly Agree”.

To make the study as reliable as possible, data gathered are reported painstakingly and the same observational schedule is utilized all through the study, giving the study a prerequisite to perform perceptions that are lucid, which should effectively be possible by other researchers in the event that they utilized a similar schedule for a similar examination in a similar situation. Likewise, a standardized questionnaire with Likert scale was utilized for control checks in this study. This will give other researchers a decent chance to play out this study and end up with similar outcomes.

Table 3.1 Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
0.805	0.796	37

Source: Researcher’s computation 2018

From the Table 3.1 above shows the reliability statistics of the instrument used for the data collection. From the table 3.1 the Cronbach’s Alpha is 0.805 showing that the measure for internal consistency is high and hence reliable.

3.7 Data Analysis and Presentation

The collected data were statistically analyzed, using the Statistical Package for Social Sciences software (SPSS). Representations like tables and charts were used to ensure easy and quick interpretation of data. Responses were expressed in percentages. Data from the completed

questionnaire were checked for consistency. The items were grouped based on the responses given by the respondents and were coded for easy usage of the Statistical Package for Social Sciences (SPSS) software. This method was used because it is the best instrument to identify, compare, describe and reach a conclusion.

3.8 Ethical Considerations

This section considers the ethical principles underlying the research. The following ethical principles were taken into consideration in the data gathering process of the study. First a letter was taken from the Department of the Organization and Human Resource Management, the University of Ghana Business School, and sent to the Chief Executive Officer (CEO) and the other various heads of departments firms for approval for data to be collected. Respondents interviewed and those questionnaires were administered to, were assured of their confidentiality by ensuring that their names and personal details were not included in the questionnaire. Also participation in the research was made voluntary. No respondent was coerced to engage in the study. Respondents were also assured that the information gathered would be used purely for academic purposes.

CHAPTER FOUR

DATA ANALYSIS AND DISCUSSION OF FINDINGS

4.0 Introduction

This section analyses and discusses data collected from a key informants on the topic, “*The effect of Organizational Justice on Job Satisfaction*”. The study adopted a qualitative data collection and analysis approach in order to achieve the stated objectives. It therefore covers the analysis of the data collected and the presentation of the results, followed by a discussion of the findings.

4.1 Data Analysis

The results from the interview conducted with key informants with adequate knowledge on the effect of organizational justice and job satisfaction and related issues as well as the discussions on the results obtained are explicitly presented in this section of the chapter. Besides the results on the main objectives of the study, a few demographic questions were asked and the results are also presented in this chapter. However, the discussion of the findings is mainly based on the specific objectives of the study.

Results of the data gathered for the study were analyzed using simple diagrams, tables and graphs.

The findings of the study are analyzed under the following major headings;

1. The various types of organizational justice enforced within the selected firms in Ghana.
2. The relevance and usefulness of organizational justice in the workplace of the selected firms in Ghana.
3. The impact of the various organizational justice on the satisfaction of employees within the selected firms in Ghana.

4.2 Rate of Response

The researcher administered questionnaires in person to the sampled respondents at three accounting firms in Ghana. The questionnaires were filled in the presence of the researcher and returned immediately. The researcher distributed a total of 60 questionnaires to the respondents, out of which all 60 were retrieved completely filled by respondents. As the study had all questionnaires correctly answered, the researcher had an overwhelming return yielding a response rate of 100% which indicates that the respondents were interested in the study, considering that all the employees responded.

This response was considered adequate considering scholars such as Mugenda and Mugenda (2003) and Kothari (2004) who asserted that a response rate of 50 % or more is ideal for data analysis. Based on these assertions from renowned scholars 100% response rate is more than adequate for the study. It is worth stating that the results of the study were analyzed using tables, charts and graphs.

4.3 The Demographic Profile of the Representatives

The specific questions respondents were asked concerning their demographic characteristics included the gender of respondents, their age ranges, educational background, their main activity in the business, their department and their years of work experience. The results from the respondents are presented in Table 4.1 below.

Table 4.1: Demographic characteristics of respondents

Variable	Frequency	Percent
Gender		
Male	36	60.0
Female	24	40.0
Age		
20-29	25	41.7
30-39	30	50.0
40-49	2	3.3
50-59	2	3.3
60+ years	1	1.7
Educational Background		
SSS/O Level	1	1.7
Tertiary	51	85.0
Others (ACCA, Masters)	8	13.3
Department		
Human Resource	11	18.3
Tax Advisory Service	9	15.0
Audit and Assurance	2	3.3
Business and Development	4	6.7
Finance	12	20.0
ICT	4	6.7

Procurement	3	5.0
Customer Service	4	6.7
Others (People & Culture, Audit)	9	15.0

Working Experience

1-5 years	32	53.3
6-10 years	23	38.3
11-15 years	3	5.0
Above 21 years	2	3.3

Source: Field data (2019)

It can be observed from the Table 4.1 that males comprise of more than half (60%) of the total sample employed in this study. Also, a greater portion of the respondents (50%) were found to be between the ages of thirty to thirty-nine years while the least percentage of respondents were between the ages of sixty years and above (1.7%). Majority of the respondents indicate that their highest level of educational qualification is a tertiary education (85%) whereas a few more of the respondents were found to have other educational qualifications such as ACCA and Masters education (13.3%). This implies that, all things being equal, the respondents used in the study are learned and well-versed in the areas in which they are specializing in.

As such the respondents were able to comprehend the open-ended questions presented on the questionnaire and thus able to provide a clear assessment of the effect of organized justice on job satisfaction. There was an adequate representation of respondents working in the various departments of organizations such as from Human Resource, Tax and Advisory Service, Audit and Assurance, Business and Development, Finance, ICT, Procurement and Customer Service while a

few others of the respondents indicate to be working with the People and Culture department and Audit department of their various organizations (15%). Additionally, more than half of the sample were found to have a working experience of between one to five years (53.3%) and a substantial portion of the respondents agreed to have a working experience between six to ten years. Again, this suggest that the respondents used in the study possess a sufficient level of experience which would contribute to the findings of this study.

4.4 The Descriptive statistics of variables

The section presents an analysis for the various variables adopted in the study mainly procedural justice, distributive justice and attitudes towards job satisfaction.

4.4.1 Procedural Justice

Table 4.2 provides the descriptive statistics of the variable Procedural Justice based on the responses gathered from the respondents of the study. There were a total of thirteen indicators used to measure the procedural justice variable. It can be observed from the table that all the indicators were rated highly indicating that the respondents agree that procedural justice has a significant effect on job satisfaction. More specifically, the indicator ‘in the past, I have been aware of what standards have been used to evaluate my performance’ had the highest rating (Mean=4.88, SD=1.277). This suggests that the respondents agree that they have had a foreknowledge of the standards for which their performances have been evaluated in prior years. On the other hand, the indicator ‘I am not sure what determines how I can get a promotion in this organization (recorded)’ had the lowest ranking amongst the other indicators (Mean=4.12, SD=1.250), although its rating

still suggests an agreement with the statement. This indicates that the respondents agree to be uncertain with regards to how promotions are determined by their organizations.

In sum, the average the mean and standard deviation on procedural justice as revealed by the respondents was 4.55 and 1.135 respectively. This suggest that respondent were skewed towards strongly disagreeing to affirmation of procedural justice in the work place.

Table 4.2: Descriptive statistics on Procedural Justice

Indicators	Std.	
	Mean	Deviation
Procedural Justice	4.55	1.135

Source: Field data (2019)

4.4.2 Distributive Justice

Table 4.3 provides the descriptive statistics of the variable Distributive Justice based on the responses gathered from the respondents of the study. There were a total of eleven indicators used to measure the distributive justice variable. It can be observed that majority of the indicators were rated highly with the exception of two indicators. The indicator ‘performance appraisals do influence personnel actions taken in this organization’ had the highest rating (Mean=4.85, SD=1.162). This suggests that the respondents agree that findings from performance appraisals to a large degree affects the kind of action that would be taken with regards to personnel in their organization.

However, the indicators ‘my supervisor evaluated my performance on things not related to my job’ and ‘I will get a cash award or unscheduled pay increase if I perform especially well’ had the

lowest ratings of (Mean=3.03, SD=1.041) and (Mean=3.00, SD=1.120) respectively. This indicates that the respondents do not agree that their supervisors had evaluations of their performance on issues not related to work and hence it could be implied that a professional relationship exists between supervisors and workers thus creating an enable environment for work. Also, respondents suggest that they do not receive any special gifts like cash rewards or unscheduled pay increase if they perform exceptionally well. This indicates that employees are not given instant rewards for their job performance but rather actions are taken by the organization based on results of performance appraisal proceedings.

Table 4.3: Descriptive statistics on Distributive Justice

Indicators	Std.	
	Mean	Deviation
DJ11	4.38	1.120

Source: Field data (2019)

4.5 Reliability of variables

The degree to which the scales adopted by the current study were effective in measuring the variables employed in the study were measured. The Cronbach's alpha was used in assessing the internal consistency of the indicators for each of the variables adopted in the study. According to Nunnally and Bernstein (1978), the recommended threshold for the alpha scores for such analysis should be greater than or equal to 0.70 for the scale to be considered as reliable. The results presented in Table 4.5 below shows that for all the variables, the scales adopted have alpha scores greater than 0.70 this implies that the scales adopted were reliable and hence the variables are reliably measured.

Table 4.5: Variable reliability

Variables	Cronbach's Alpha
Procedural Justice	0.817
Distributive Justice	0.854
Attitudes towards Job Satisfaction	0.886

Source: Researcher's computation (2019)

4.6 Correlation analysis

The pairwise correlation between the independent variables was computed in order to detect any possibility of a multicollinearity. Additionally, the matrix shows the correlation between the independent variables and the dependent variable (Performance). Table 4.5 presents the result of the correlation matrix, reporting the pairwise correlation and the corresponding p-values for the respective correlation coefficient presented in bracket beneath the coefficient. The study employs the Pearson correlation (r) which measures the degree of association between bivariate. The degree of association ranges from -1 to +1. The value obtained indicate the strength of the association while the sign indicates the direction of the linear association between the variables.

Correlation of 1 indicates a strong association, while a value approaching 0 indicate a weak association (Rajendran, 2008). According to Dury (2008), the issue of multicollinearity should be critically examined when the pairwise correlation between independent variables is above 0.70. The correlation result presented in Table 4.5 is significant at 0.01 and 0.05. From the pairwise relationship between the independent variables, it is observed that none of the pairs is above 0.70.

This suggests that the regression analysis can be undertaken without any issues of multicollinearity among the independent variables.

Table 4. 1 Correlation Matrix of Job Satisfaction and independent variables

	JobS	Pro	Dist	Age	Gender	Experie nce	Educational background
JobS	1						
Pro	.304 (.080)	1					
Dist	.210 (.234)	-.088 (.621)	1				
Age	.169 (.338)	.235 (.180)	.006 (.974)	1			
Gender	-.175 (.321)	.386* (.024)	.157 (.367)	-.174 (.316)	1		
Experience	.008 (.963)	-.172 (.338)	-.106 (.550)	.609** (.000)	-.581** (.000)	1	
Educational background	.214 (.239)	.213 (.242)	-.062 (.733)	.692** (.000)	-.102 (.572)	.554** (.001)	1

*. Correlation is significant at the 0.05 level (2-tailed).; **. Correlation is significant at the 0.01 level (2-tailed); Value in bracket is the p-value. JobS, Pro and Dist represent Job satisfaction, Procedural and Distributive respectively

4.7 Regression Analysis

To achieve the objectives of the overall effect of organizational justice on the job satisfaction of employees, a regression analysis is employed which simultaneously measures the impact of the independent variables (organizational justice) on dependent variable (job satisfaction). The

causality between justice and satisfaction is examined using a multiple regression analysis. The study controls for variables such Gender, Age, Educational level and experience. The results from the regression is presented in Table 4.7. Table 4.6 presents a summary of the regression model.

Table 4.7 represent the regression model summary. Although the R-value is fairly high (0.592), the adjusted R-square (0.188) which is mostly used to show how fit the model is shows that the model is less fit statistically considering the are other pertinent variables that can predict the variation in the dependent variable. Therefore with an R-square of over 35% it can be said that the variable employed in the study explains about 35% of the variation in the dependent variable. This reveals how the relevance of variables explain the level of job satisfaction among employees within the selected firms. The p-value of the model (0.044) is less than 0.05 indicating statistical significance.

Table 4. 2 Standard Regression model Summary

R	R Square	Adjusted R Square	Std. Error of the Estimate
.592 ^a	0.350	0.188	0.62795

Source: Field Data (2019)

Regression turn to show the effect or impact of one variable on the other, therefore how the independent variable affect the dependent variable in a given model. In this situation, the study sought to examine the impact of the organisational justice on job satisfaction within the Ghanaian environment. The Table 4.8 shows the results from a standard multiple regression with satisfaction as the dependent variable. In this study, unlike others, the study found the average (the mean) from

responses obtained from the various respondents from the organization for both the dependent variable, that is the satisfaction and the independent variable, that is the procedural justice, distributive justice, age, gender, educational level, level of experience within the organization.

Table 4.3: Standard Multiple Regression Result

	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	2.405***	.795		3.025	.006
Pro	.551**	.265	.411	2.08	.048
Dist	.423*	.240	.300	1.765	.090
Age	.010	.283	.009	.036	.972
Gender	-.518**	.199	-.572	-2.598	.016
Experience	-.252	.171	-.405	-1.475	.153
Education	.286	.229	.296	1.248	.224

*Note: 0.01 (***), 0.05 (**), 0.1 (*) shows significance level; F= 2.155, Df (6,24), p<0.044*

Source: Field Data (2019);

From Table 4.8, the column labelled Beta (standardized coefficient) shows the variable that leads to the dependent variable (organizational satisfaction). The standardized coefficient converts the value of different variables into the same scale for comparison (Pallant, 2001). These shows that job satisfaction is positively influenced by the organizational justice ($\beta=0.411$, $p< 0.048$), and

gender ($\beta=0.300$, $p< 0.090$). Interestingly, educational level ($\beta=-0.572$, $p< 0.016$) has a negative relationship with employee satisfaction.

Generally, the findings show that on average given the control variables, the organizational justice (procedural and distributive) of the sampled firms results in the increase in employee job satisfaction (by 0.411 and 0.300 respectively). The results shows that on average given all the other variables when an employee is a male his performance increases by 0.30 more than female employees. Although it is expected that as the level of education of an employee increases his performance increases. However, the study found that on average given the other variables as the level of education increases it causes employee performance to decrease by 0.572.

4.8 Organisational Justice and Its relevance

The study revealed that most accounting firms sampled for the study employed procedural justice and distributive justice in management of employees. This aids improves the satisfaction of employees and in effect increases their efficiency to work in the work place. The study reveals that organizational Justice has been seen as an important variable that plays major role in improving the performance of employees of an organization. Similar to Blader and Tyler (2003), if employees are not treated fairly or in a just way it results in reduced satisfaction which leads to reduction of output from the employees as a natural response to the unfair treatment.

It is therefore evident that organizational justice is relevant to the working environment of organizations since it ensures effective reporting avenues and equal justice are established, helps foster unity, encourages employee participation since it makes employees feel belonged and accepted and also helps to create a healthy work environment which consequently improves job performance.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter provides the summary to the study on regionally integrated community of the West Africa, its significance, challenges and the prospects to consider in the near future. In this chapter the researcher provides a conclusion to the study based on the revelation and sought to make some recommendation for policy makers and practice.

5.2 Summary of Major findings

The study sought to examine the overall effect of organizational justice on the job satisfaction of employees among selected firms in Ghana. To achieve this, the study specifically aimed to assess the various types of organizational justice enforced within the selected firms in Ghana, to examine the relevance and usefulness of organizational justice in the workplace of the selected firms in Ghana and also to identify the impact of the various organizational justice on the satisfaction of employees within the selected firms in Ghana. As guided by the literature, the study made some significant findings which are summarized below;

It was found that procedural and distributive justice were the two most common type of justice orientation within the firms. With this, the study reveals that with respect to procedural, the respondents agree that they have a foreknowledge of the standards for which their performances have been evaluated in prior years. Whereas others respondents agree to be uncertain with regards to how promotions are determined by their organizations. With respect to distributive, the

respondents agree that findings from performance appraisals to a large degree affects the kind of action that would be taken with regards to personnel in their organization. However, other respondents did not agree that their supervisors had evaluations of their performance on issues not related to work and hence it could be implied that a professional relationship exists between supervisors and workers thus creating an enable environment for work. Respondents indicates that employees are not given instant rewards for their job performance but rather actions are taken by the organization based on results of performance appraisal proceedings.

The findings show that on average given the control variables, the organizational justice (procedural and distributive) of the sampled firms results in the increase in employee job satisfaction (by 0.411 and 0.300 respectively). The results shows that on average given all the other variables when an employee is a male his performance increases by 0.30 more than female employees. It is therefore evident that organizational justice is relevant to the working environment of organizations since it ensures effective reporting avenues and equal justice are established, helps foster unity, encourages employee participation since it makes employees feel belonged and accepted and also helps to create a healthy work environment which consequently improves job performance.

5.3 Conclusion

A study on organizational justice and job satisfaction has revealed some inconclusive evidence. This has given birth to the focus of this study. Therefore, the study sought to examine the overall effect of organizational justice on the job satisfaction of employees among selected firms in Ghana. To achieve this, the study specifically aimed to assess the various types of organizational justice

enforced within the selected firms in Ghana, to examine the relevance and usefulness of organizational justice in the workplace of the selected firms in Ghana and also to identify the impact of the various organizational justice on the satisfaction of employees within the selected firms in Ghana.

Guided by the literature, the study sampled 60 respondent from 3 accounting firms to examine the effect of organizational justice on the job satisfaction of employees and found that that procedural and distributive justice were the two most common type of justice orientation within the firms. These categories help define the concept of justice to employees and how fairly they can obtain treatment within the working environment. Further, it was found that on average given the control variables, the organizational justice (procedural and distributive) of the sampled firms results in the increase in employee job satisfaction. The results shows that on average given all the other variables when an employee is a male his satisfaction increases more than female employees. It is therefore evident that organizational justice is relevant to the working environment of organizations since it ensures effective reporting avenues and equal justice are established, helps foster unity, encourages employee participation since it makes employees feel belonged and accepted and also helps to create a healthy work environment which consequently improves job performance.

5.4 Recommendation

From the findings of the study, the researcher sought to make some relevant recommendations for future policy decision and practices. It is very essential for the following recommendations to be noted.

The research found a positive and significant relationship between organizational justice and job satisfaction implying that once there exist adequate room for justice and fair treatment, employee feels satisfied. Therefore, it is imperative for organizations to harness strong will for justice and fuse it into their organizational policies. This would make employees focused and aware of the needful and aid them desist from certain unethical behaviours while adhering to strong morals.

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UNIVERSITY OF GHANA BUSINESS SCHOOL

ORGANIZATION AND HUMAN RESOURCE MANAGEMENT DEPARTMENT

QUESTIONNAIRE

This questionnaire is to investigate the effect of organizational justice on job satisfaction. I hereby would like your statement as objective as possible regarding to the subject matter. The purpose of the study is purely academic and is not in any way an attempt to intrude into your privacy. You are assured that all the information provided will be treated confidentially. Your cooperation by responding truthfully and sincerely to this questionnaire is very essential to achieving the thesis objectives. Please tick () in the appropriate box.

SECTION A: DEMOGRAPHIC CHARACTERISTICS

1. Gender: Male Female

2. Age: a. below 20 years b. 20 – 29 years c. 30 – 39 years
 d. 40 – 49 years e. 50 -59 years f. 60 + years

3. Educational Background: a. Primary b. JSS/Middle School
 c. SSS/ O Level d. Tertiary
 e. Others (Specify).....

4. Please describe briefly your main activity in the business:.....
.....

- 5 Kindly state your department: a. Human resource b. Operations
 c. Marketing and Sale d. Business and Development
 e. Finance f. ICT
 g. Procurement h. Customer Service
 i. others please specify.....

6. Working Experience: a. 1 – 5 years b. 6 – 10 years c. 11 – 15 years
 d. 16 – 20 years e. above 21 years

SECTION B: ORGANIZATIONAL JUSTICE ON JOB SATISFACTION

Procedural Justice

	Items	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
1	I am not sure what determines how I can get a promotion in this organization (recoded).					
2	I am told promptly when there is a change in policy, rules, or regulations that affects me.					
3	It's really not possible to change things around here (recoded).					
4	There are adequate procedures to get my performance rating reconsidered if necessary.					
5	I understand the performance appraisal system being used in this organization.					
6	When changes are made in this organization, the employees usually lose out in the end (recoded).					
7	Affirmative action policies have helped advance employment opportunities in this organization.					
8	In general, disciplinary actions taken in this organization are fair and justified.					
9	I am not afraid to 'blow the whistle' on things I find wrong with my organization.					
10	If I were subject to an involuntary personnel action, I believe my agency would adequately inform me of my grievance and appeal rights.					
11	I am aware of the specific steps I must take to have a personnel action taken against me					
12	The procedures used to evaluate my performance have been fair and objective.					

13	In the past, I have been aware of what standards have been used to evaluate my performance.					
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Distributive Justice

	Items	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
1	Promotions or unscheduled pay increases here usually depend on how well a person performs on his/her job.					
2	Under the present system, financial rewards are seldom related to employee performance (recoded).					
3	There is a tendency for supervisors here to give the same performance ratings regardless of how well people perform their jobs (recoded)					
4	Under the present system, supervisors here get few tangible rewards for excellent (recoded).					
5	Performance appraisals do influence personnel actions taken in this organization.					
6	My supervisor evaluated my performance on things not related to my job					
7	I will be demoted or removed from my position if I perform my job poorly.					
8	My performance rating presents a fair and accurate picture of my actual					
9	I will be promoted or given a better job if I perform especially well.					
10	My own hard work will lead to recognition as a good performer.					
11	I will get a cash award or unscheduled pay increase if I perform especially well.					

Job Satisfaction

Please indicate how strongly you agree or disagree with each statement by checking or ticking the box under your response option. Use the following scale:

1= Strongly disagree, 2= Disagree, 3 = Neutral, 4 = Agree, 5= Strongly agree.

No.	Items	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
1	In comparison with most jobs, mine is very interesting					
2	I am satisfied with the work climate where I work.					
3	I am satisfied with my professional activities.					
4	I am satisfied with my working conditions.					
5	I am satisfied with the understanding that I have with my colleagues.					
6	I am satisfied with the responsibilities entrusted to me.					
7	I am satisfied with the understanding that I have with my line manager.					