University of Ghana http://ugspace.ug.edu.gh

UNIVERSITY OF GHANA

THE INFLUENCE OF ORGANISATIONAL JUSTICE ON JOB SATISFACTION IN THE PARLIAMENTARY SERVICE OF GHANA

BY

PETER APENKWAH

(10196938)

A PROJECT WORK SUBMITTED TO THE UNIVERSITY OF GHANA, LEGON, IN PARTIAL FULFILMENT OF THE REQUIREMENTS FOR THE AWARD OF MA MANAGEMENT AND ADMINISTRATION DEGREE.

AUGUST, 2019

University of Ghana http://ugspace.ug.edu.gh

DECLARATION

I do hereby declare that this work is the result of my own research and has not been presented by anyone for any academic award in this or any other university. All references used in the work have been fully acknowledged. I bear sole responsibility for any shortcomings.

…….. …….

PETER APENKWAH DATE

(10196938)

University of Ghana http://ugspace.ug.edu.gh

CERTIFICATION

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

…….. …….

DR. KWASI DARTEY-BAAH DATE

(SUPERVISOR)

University of Ghana http://ugspace.ug.edu.gh

DEDICATION

This thesis is dedicated to my maker, the Almighty God, for protecting me in the course of my study, and lavishing His loving kindness, grace and mercies upon my life; and to my parents, Mrs Georgina Apenkwah and the Late Mr Peter Kwabena Apenkwah for their encouragement and support.

University of Ghana http://ugspace.ug.edu.gh

ACKNOWLEDGEMENT

I am grateful to the Almighty God for His grace, mercy and protection throughout my study and especially for safe journeys after evening lectures. My sincere gratitude goes to Dr Kwasi Dartey-Baah, for his guidance, advice and useful suggestions that aided my successful completion of this thesis. My appreciation also goes to my parents: Mrs Georgina Apenkwah and, most especially, my late father, Mr Peter Kwabena Apenkwah, who encouraged me to enrol on this course but unfortunately could not wait to witness my graduation. Finally, I thank all the lecturers of the University of Ghana Business School for their useful suggestions and constructive criticisms towards the successful completion of this thesis.

University of Ghana http://ugspace.ug.edu.gh

TABLE OF CONTENTS

DECLARATION i

CERTIFICATION ii

DEDICATION iii

ACKNOWLEDGEMENT iv

TABLE OF CONTENTS v

TABLE OF FIGURES vii

LIST OF TABLES viii

ABSTRACT ix

SECTION ONE 1

INTRODUCTION 1

1.1 Introduction / Background information 1

1.2 Rationale of the Study 4

1.3 Objectives of the Study 6

1.4 Research Questions 6

1.5 Hypotheses of the Study 7

SECTION TWO 8

LITERATURE REVIEW 8

2.0 Introduction 8

2.1 Organisational Justice 8

2.2 Job Satisfaction 12

2.3 Theories of Job Satisfaction 13

2.4 Proposed Conceptual Framework of the Study 18

University of Ghana http://ugspace.ug.edu.gh

SECTION THREE **20**

RESEARCH METHODOLOGY **20**

3.1 Introduction 20

3.2 Research Design 20

3.3 Data Collection Methods 20

3.4 Sampling Design 21

3.5 Research Instrument 22

3.6 Data Analysis 23

SECTION FOUR **24**

ANALYSES AND DISCUSSIONS **24**

4.1 Introduction 24

4.2 Descriptive Analysis 24

4.3 Analysis of Findings 28

4.3.1 Regression Analysis 28

4.4 Discussion 30

4.5 Theoretical and Practical Implications of the Findings 34

SECTION FIVE **35**

CONCLUSION AND RECOMMENDATIONS **35**

5.1 Introduction 35

5.2 Summary of Findings 35

5.4 Conclusion 36

5.5 Recommendations 37

REFERENCES **38**

APPENDIX 1 ..... **48**

University of Ghana http://ugspace.ug.edu.gh

TABLE OF FIGURES

Figure 2.1: Abraham Maslow's hierarchy of needs 14

Figure 2.2: Conceptual model for organisational justice's impact towards job satisfaction ... 19

Figure 4.1: Age distribution of correspondents 25

Figure 4.2: Highest level of education 26

Figure 4.3: Grade / Level 28

University of Ghana http://ugspace.ug.edu.gh

LIST OF TABLES

Table 4.1: Gender of respondents 25

Table 4.2: Years of experience in the service 27

Table 4.3: Summary of linear regression 30

University of Ghana http://ugspace.ug.edu.gh

ABSTRACT

The study was conducted to find out how employees' perception of organisational justice influence their job satisfaction in the Parliamentary Service of Ghana. Specifically, the study sought to examine the influence of distributive, procedural, interactional and informational justices on job satisfaction. A convenience 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 Parliamentary Service while interactional and informational justices have no impact on job satisfaction, and thereby cannot predict same. Since job satisfaction plays a significant role in meeting employee interest and organisational success (Lim, 2008), and has the tendency to influence employee behaviour and productivity (George & Jones, 2008). Therefore, it is recommended that the Board and Management of the Service 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 Parliamentary Service.

.

University of Ghana http://ugspace.ug.edu.gh

SECTION ONE

INTRODUCTION

1.1 Introduction / Background information

In every organisation, it is highly essential for managers to realise the significance of employee perception, particularly, of fairness and justice. The perception of employees is very important, but hardly taken into consideration (Kinlaw, 1988). Organisations must, therefore, identify factors that ensure satisfaction of employees since it has been long acknowledged as an important variable that explains turnover intentions of employees (Hwang & Kuo, 2006). The term organisational justice is the degree of how employees perceive fairness in the determination of decisions, procedures, rules and policies, in the procedures used and in the communication of all these to employees in an organisation. Organisations that put premium on fairness in the management of their employees can enhance the level of job satisfaction in their employees. This can affect their performance morale. Because of its importance to organisations, employee perception has received much scholarly attention and has been widely researched (Cropanzano & Greenberg, 19970).

The origin of the construct is traced to Adams' Equity Theory that relates to a social exchange involving two parties in which each side contribute something and expects to receive something in return. A transactional relationship exist between employees and their employers where the employees contribute their skills, knowledge, experience, intelligence, labour and even time to an organisation in anticipation to receive rewards in the form of wages or salaries and such benefits as fair treatments. Thus, employees contribute their quota and expect to receive equivalent value. In this way, compensations received by employees should be directly proportional to their relative contributions to an organisation. In other words, those who contribute a greater value of work should receive a commensurate higher compensation.

University of Ghana http://ugspace.ug.edu.gh

Research and studies into organisational justice have enriched recent literature on the subject matter which has convinced researchers to believe that organisational justice and outcomes have a close link. According to Menon & Wadke (2016), Greenberg (1996) defined organisational justice as: "a concept that expresses an employee's perception about the extent to which they are treated fairly in the organisation". Since then, it has been researched extensively by others who are interested in the construct.

The perception of organisational justice by employees is so crucial in making decisions in organisations since according to Cohen-Charash & Spector (2001), it is linked with such work related attitudes and behaviours like job satisfaction, employee turnover, employee citizenship behaviour, commitment, theft and trust among others in the work place. This guides managers of organisations to put in place measures that shape employees perception of fairness since this will consequently affect the overall wellbeing of organisations. Kim (2009) found that organisations are assured of receiving cordial relationships, commitment and trust from employees who perceive fair treatment from their companies than their counterparts who perceive unfair treatment from their employers.

In theory, four facets of organisational justice, namely, distributive justice, procedural justice, interactional justice and informational justice have been developed and researched. Chronologically as they appear, researchers have examined and developed these aspects (Poole, 2007). Distributive justice is the level at which employees perceive fairness in an organisation regarding the sharing of outcomes and resources. Employees expect the prevalence of fairness in the distribution of salaries, benefits, budgetary funds, office space and stationery. The perception of fairness in the allocation of these outcomes and resources constitute distributive justice. It concerns perception of fairness in the procedures that organisations employ in determining outcome. Research into procedural justice have revealed that, the power to take a decision contributes to employees perceptions of justice. For instance,

University of Ghana http://ugspace.ug.edu.gh

if procedures to determine a decision had the inclusion of employees to determine their outcomes, those decisions are likely to be perceived to be fair. Interactional justice relates to interpersonal relationship in organisational practices. It involves behaviour of management of organisations in the form of honesty, politeness and respect towards their employees (Tyler & Bies, 1990). The fourth and recent form of organisational justice that has emerged is informational justice (Belanger, 2007). This refers to the reasons communicated to employees about actions, policies or decisions imposed on them. There has been the suggestion that informational justice should be separated from interactional justice (Greenberg, 1993) since the two constructs used to be treated similarly.

In general, Richmond & Skitmore (2006), considers job satisfaction as the level of affection that people express on a particular job. Such a response might be the results of the overall comparison that an employee makes from actual outcomes and what employees expect, need, want, desire, or perceive as fair (Cranny et al., 1992; Lambert et al., 1999). Job Satisfaction can, therefore, be said to be dependent on organisational justice since Colquitt & Greenberg, (2003) attempted to prove that various facets of the workplace are linked to job performance. They further explained organisational justice as a precedence that strongly affects attitudes and work behaviours of employees such as satisfaction and commitment.

The satisfaction of employees is one of the job outcomes that researchers relate to the perception of fairness in organisation (McFarlin & Sweeney, 1992). Although the perception of fairness and its importance on organisations have been extensively researched (Parker & Kohlmeyer, 2005), in the Parliamentary Service of Ghana, through research, little is known about its influence on job satisfaction.

Employees of parliaments around the world perform crucial role in supporting Parliaments and Legislative Assemblies to function as an arm of government. Article 124 (1) of the 1992 Constitution provides for the establishment of a Parliamentary Service which shall form part

University of Ghana http://ugspace.ug.edu.gh

of the Public Service of Ghana. The Service provides support to the Parliament of Ghana in discharging its functions as an arm of Government. Consequent to the crucial nature and number of functions that Parliament plays in the democratic process of the Ghana, staff of the Service, sometimes, work over and beyond the maximum hours of work provided under section 33 of the Labour Act, 2003 (Act 651). In the Labour Act, an employee woks for a maximum of forty hours per week. Also, in the Parliamentary Service Staff Regulation (C.I. 118), employees work for a maximum of forty-five hours per week amidst stressful working conditions to support the Legislature. It therefore requires a well-motivated workforce who are committed to work in support of the Parliament of Ghana in the performance of their functions towards building a formidable democratic nation.

Staff of the Service could report to work at the usual time as prescribed by law or even earlier, but for the exigencies of work in the House, they might close after 12.00 a.m. of the following morning. Parliament could sit on Saturdays and Sundays and staff have to make themselves available to support the work of the House. Therefore, promoting organisational justice could be a workable means of boosting the morale of staff of the Service by fostering employee satisfaction and commitment to the Service.

1.2 Rationale of the Study

The study is of great importance to the Parliamentary Service Board (PSB), Management and staff of the Parliamentary Service who provide support service to the Parliament of Ghana in performing its legislative functions. Parliament is mandated to perform a variety of functions which are very essential in building democracy. This includes legislative function which involves the passage of Bills and scrutiny of statutory instruments. Article 93 of the 1992 Constitution vests the legislative power of Government in Parliament. Parliament also performs financial control function where the power to control the public purse is vested in

University of Ghana http://ugspace.ug.edu.gh

Parliament. This is done through the approval of Annual Budget Estimates of Government, Treaties, Agreements and transactions between Government and other entities among others. Parliament also provides oversight functions over the Executive arm of Government to keep them on track in respect of their developmental agenda and expenditure as approved by Parliament. The fourth and fifth functions of Parliament are representational and deliberative. Parliament functions as the forum where grievances of the citizenry are addressed with Members of Parliament as the communication link. Finally, Parliament does all its work through deliberation of issues through debates to bring different viewpoints on a matter. Through this, consensus, compromise and reconciliations are met.

In performing these functions as an arm of Government, most of the Businesses of governments passes through Parliament. This leaves a heavy workload on employees of the Parliamentary Service who work under stressful conditions over long hours. As a result, working in the Parliamentary Service of Ghana requires a highly motivated workforce who are satisfied in what they do. In order to get a satisfied workforce, distributive, procedural, interactional and informational justices are key, especially, in building trust and enhancing satisfaction of employees. If managers and employees of organisations perceive injustice, the organisation's culture would turn stale as distrust and fear grow, and ultimately give way to misconducts (Volcov, 2015). Most companies are plagued with serious challenges of dissatisfactions. This leads to mistrust and misconducts, and if organisational justice is well managed in the Parliamentary Service of Ghana, there would be considerable reduction of misconducts and the promotion of trust. These are important assets that can sustain employee morale and satisfaction to enhance productivity (George & Jones, 2008).

Through this study, the positive and adverse influence of organisational justice is brought to light. Managers and employees are sensitised to avoid organisational injustice and work towards achieving organisational justice to promote job satisfaction.

University of Ghana http://ugspace.ug.edu.gh

1.3 Objectives of the Study

1.3.1 General Objective

The study is meant to explore and examine the influence of employee perception of fairness on their satisfaction in the Parliamentary Service of Ghana.

1.3.2 Specific Objectives

In tandem with the general objectives, the study is specifically meant to achieve the objectives below:

Objective 1: To investigate whether there is a positive or negative influence between distributive justice and job satisfaction.

Objective 2: To investigate whether there is a positive or negative influence between procedural justice and job satisfaction.

Objective 3: To investigate whether there is a positive or negative influence between interactional justice and job satisfaction.

Objective 4: To investigate whether there is a positive or negative influence between informational justice and job satisfaction.

1.4 Research Questions

In order to achieve its objectives, the study seeks to respond to these research questions:

i. What is the level of the influence of distributive justice on employee job satisfaction in the Parliamentary Service of Ghana?

University of Ghana http://ugspace.ug.edu.gh

ii. What is the level of the influence of procedural justice on employee job satisfaction in the Parliamentary Service of Ghana?

iii. What is the level of the influence of interactional justice on employee job satisfaction in the Parliamentary Service of Ghana?

iv. What is the level of the influence of informational justice on employee job satisfaction in the Parliamentary Service of Ghana?

1.5 Hypotheses of the Study

With regard to the research questions, the hypotheses outlined below were tested to buttress the relationship that exists between the independent variables and the dependent variable.

Hypothesis 1: Distributive justice has a significant positive influence on employee job satisfaction in the Service.

Hypothesis 2: Procedural justice has a significant positive influence on employee job satisfaction in the Service.

Hypothesis 3: Interactional justice has a significant positive influence on employee job satisfaction in the Service.

Hypothesis 4: Informational justice has a significant positive influence on employee job satisfaction in the Service.

University of Ghana http://ugspace.ug.edu.gh

SECTION TWO

LITERATURE REVIEW

2.0 Introduction

This section explores the theoretical background and literature that have enriched the study of organisational justice and job satisfaction. Distributive, procedural, interactional, and informational justices are reviewed as the independent variables. Job satisfaction, being the dependent variable, is then reviewed in relation to the literature on empirical researches conducted and theories on the construct. The section also presents a retrospection of how organisational justice is influences job satisfaction in the Parliamentary Service.

2.1 Organisational Justice

Research into organisational justice has shed significant light on employee's perception of justice (fairness) or injustice (unfairness) at the work place. The Equity Theory (Adams, 1965) forms the foundation of the organisational justice. The Theory maintained that, in organisations, employees bring inputs with and anticipate to get fair outcomes in return. Research into the Adams Equity Theory led to the subject matter of organisational justice, a positive perception of fairness in an organisation. Studies have also shed more light on the way employees respond to perceive fairness or unfairness in an organisation since satisfaction and commitment of employees fall when they perceive injustice (Ambrose, 2002). The consequence of such unfairness could be deviant behaviours such as sabotage in offices (Ambrose, Seabright, & Schminke, 2002). Organisational justice is, therefore, significant in managing organisations effectively and ensuring the wellbeing of employees.

University of Ghana http://ugspace.ug.edu.gh

2.1.1 Distributive Justice

The level at which employees perceive fairness in the allocation of resources and outcome in an organisation is distributive justice (Williams, 1999). As part of Homan's exchange theory of social behaviour, he coined the term distributive justice in 1961 (McNabb, 2009). Before then, organisational rewards and punishments had been the focus of most of the literature on distributive justice. Until the 1990s, researchers of organisational justice focused much on pay as an outcome, but later researches like Martin & Bennett (1996) opened the construct up to include a number of organisational outcomes like benefits, rewards, promotions, shift assignments, work schedules and punishments among others. According to McNabb, this dimension of organisational justice focuses on employee's judgement and perception on whether resource allocation is fair and proportional to the contribution of employees in an organisation.

Employee's perception of unfairness in resource allocation creates tension which affects both the person who perceives it and the referent who is being compared (McNabb, 2009). It was evident in (Tang et al., 1996) that distributive justice has significant relationship with job promotion, pay, performance appraisal and employee commitment, and McFarlin & Sweeney (1992) also suggested that distributive justice highly influences job satisfaction. Also, in their study on how distributive justice affects work attitudes, they concluded that distributive justice and job satisfaction are highly associated (Haar & Spell, 2009).

As cited by Tam (1998), Greenberg later found that the status of employees affect how they perceive distributive justice. Also, staff who form part of Management of organisations tend to be more positive towards distributive justice than low ranked staff. More so, the referents employee choose also affect how they perceive distributive justice because the referent serves as the yardstick for employees to evaluate their perception of distributive justice. Greenberg & McCarty (as cited in Tam 1998) indicated that an employee could choose different

University of Ghana http://ugspace.ug.edu.gh

referents; within the same organisation, from another organisation or another person at a different point in time.

2.1.2 Procedural Justice

Several theories in the mid-1970s like Deutsch (1975) and Leventhal (1976b) drew attention to the idea that ensuring justice should not only require paying attention to "outcomes" but also to the "means" by which those outcomes are determined as well as the fairness perceived in the procedures and processes used in the determination of the outcome. This is what is termed as procedural justice. Greenberg and his associates like Folger & Greenberg (1985) came out with how procedural justice could be applied to the study of organisations. Since then, considerable studies have gone into this area subjecting it to a great deal of conceptual and practical development.

In the bid to compare various legal systems, Thibaut & Walker (1975) concluded that fair procedures are ones that afford people the voice in making decisions that affect them. It has, therefore, been established that fair procedures are ones that are correctible, applied consistently, represent the concerns of all, conform to ethical standards and are free from bias (Leventhal, Karuza & Fry, 1980). Research into procedural justice in organisations have been popular, probably, because of association of fair procedures with a wide variety of outcomes desired by employees. People accept fair procedures and own decisions that emanates from them while they abhor decisions that result from unfair procedures. Employees even corporate with their authorities in the situation where they accept decisions of the organisation (Lind, 1995).

University of Ghana http://ugspace.ug.edu.gh

2.1.3 Interactional Justice

Interactional justice deals with how humans relates to one another (Cohen-Charash & Spector, 2001). Tyler & Bies (1990) also defines interactional justice to specifically mean interactional treatment and communication in respect of politeness, honesty and respect. Bies (2001) categorised the concept into four namely, derogatory judgement, deception, disrespect, and invasion of privacy. The perception of an employee about interactional justice, therefore, might be predicted to be a satisfied one or otherwise based on the treatment by his supervisor. When employees perceive interactional injustice, it is usually believed that they negatively react towards their supervisor or whoever interacted with them in an unfair manner and not towards the whole organisation (Cohen-Charash & Spector, 2001). Moreover, Niazi & Ali, (2014) found interactional justice to be the strongest determinant of employee turnover intention.

2.1.4 Informational Justice

Greenberg (1993) defined informational justice as the provision of knowledge or reason about the procedure that shows regards for employee's concern. This may involve the process that authorities in organisations use for a direct and thorough elucidation or consideration of employees who are affected by a decision (Wilson, 2010). Informational justice, therefore, deals with the reason that is communicated about an action, decision or policy imposed on a person. This may include justification which communicates the rationale, detail explanations and clarifications for making a decision that affects employees, and truthfulness which involves honesty and transparency towards employees.

In order to effectively communicate and exchange ideas with people, justification and honesty may play key roles as this can enhance employee satisfaction and reduce turnover intention.

University of Ghana http://ugspace.ug.edu.gh

This confirms past researches like Gauri (2013) that revealed the existence of a positive relationship between informational justice and job satisfaction. The willingness of supervisors to provide their subordinates with detail explanations and relevant information regarding operational procedures and decisions that affect them reduce intentions of employees to withdraw from organisations (Braeunig, 2007).

2.2 Job Satisfaction

Different schools of thought have defined job satisfaction in different ways from different perspectives. Spector (1997) defined it as the extent of employees' like or dislike of their jobs while Hackman & Oldham (1980) defined it as the happiness of employees toward job. Thus, it is the perception of the relationship between what employees offer and what they expect to get from their job. In organisations, job satisfaction enhances and reduces absenteeism and boredom in employees (Dartey-Baah & Harlley, 2010). It was also cited that demographic characteristic of employees are some of the factors that inform satisfaction in employees (Da Locke, 1976).

Job satisfaction is worth studying and to be researched because of the significant role it plays in meeting personal interest and organisational success (Lim, 2008), and for its tendency to influence employee behaviour and productivity (George & Jones, 2008). Moreover, when there is job satisfaction, counterproductive work behaviours are minimised (Dalal, 2005). Similarly, there is lethargy and reduction of employee level of commitment when job satisfaction is absent (Levinson, 1998). Spector (1997) (cited by Dartey-Baah & Harlley, 2010) suggested that difference in specific aspects of job can create differences levels of satisfaction. According to him, the level of satisfaction of an employee can differ with specific aspect of jobs, and these include satisfaction with organisational policies, promotion

University of Ghana http://ugspace.ug.edu.gh

opportunities, work attributes, rewards, other people, procedures, working conditions and self or individual differences.

Many studies have related employee's satisfaction with their jobs in general particularly with fairness, and have linked organisational justice to job satisfaction. Employees tend to have a good perception of organisational justice when they are satisfied (Karim & Rehman, 2012).

2.3 Theories of Job Satisfaction

There is an array of theories on job satisfaction which include the Maslow's Hierarchy of Needs Theory, Theory X and Theory Y, Herzberg's Two-Factor Theory, and McClelland's Acquired Need Theory. These theories have rich literature and provide useful insights for practising managers, academics and researchers. Most literature treat job satisfaction and motivation distinctly yet researchers draw on same theories to explain these two constructs (Dartey-Baah & Harlley, 2010) since all theories of motivation are also considered as theories of job satisfaction (Alnoeim, 2002).

2.3.1 Content Theories of Job Satisfaction

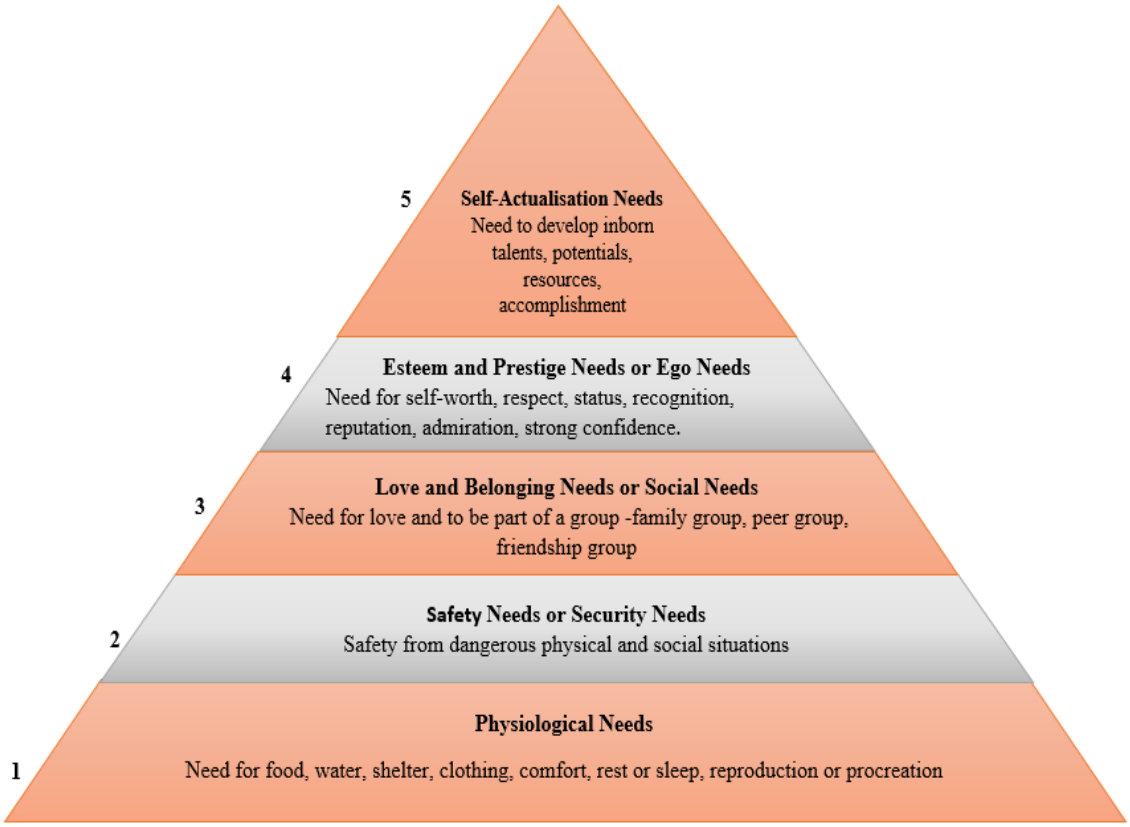
These are the most contemporary approaches to the study of employee job satisfaction and motivation. It provides insights into the needs of employees and enable managers to come to terms with how these needs could be met in organisations (Daft, 2003) (cited by Dartey-Baah & Harlley, 2010). These theories focused on the need to motivate employees. The Maslow's Hierarchy of Needs Theory and the Herzberg's Two-Factor Theory fall within this category of theories.

University of Ghana http://ugspace.ug.edu.gh

a. Maslow's Needs Hierarchy Theory

The Hierarchy of Needs Theory, as illustrated in Figure 2.1, is the most extensively cited theory of motivation and satisfaction (Weihrich & Koontz, 1999). The theory argues that the needs of individuals give them satisfaction, and these needs could be arranged hierarchically into physical, safety, social, esteem, and self-actualisation needs (Maslow, 1943).

Figure 2.1: Abraham Maslow's hierarchy of needs



Source: Anyanwu et al. (1985)

Accordingly to Maslow, a need does not have to be satisfied fully before another need emerges. Also, any need that is being pursued continues to be a motivator, however, once there is satisfaction for that need, it no longer act as a strong motivator. And for a set of needs, a higher ranked one in the hierarchy becomes a strong motivator. In general, Steer & Porter suggested some general organisational factors that seek to satisfy these needs. These include

University of Ghana http://ugspace.ug.edu.gh

advancement in the organisation, achievements, creative opportunities, challenging jobs, feedbacks, job title, high-status job, social recognition, professional associations, cohesive work group, friendly supervision, job security, company benefits, safe working conditions, cafeteria, pleasant working conditions and pay. This means that, at the work place, these desired outcome of employees can trigger satisfaction when it is met adequately.

b. ***Herzberg's Two-Factor Theory***

In evaluating job satisfaction in a number of research work, this theory is believed to be the most functional model (Kim, 2004) used as a framework. The Theory argues that, two factors exist in organisations, and these either promote satisfaction or dissatisfaction of workers in the course of their duties. They are job satisfiers or motivator factors and they include recognition, achievement, responsibility, advancement and the work itself. These factors stimulate employee job satisfaction. Meanwhile, job dissatisfiers or hygiene factors which are not necessarily motivators, but their absence at the workplace bring dissatisfaction (Herzberg et al. (1959). According, to Karimi (2007), the two-factor theory is criticised because of its disregard for individual differences and its suggestion that individual employees respond the same way to changes in motivator or hygiene factors.

2.3.2 Process Theories of Motivation and Job Satisfaction

Daft, 2003 (cited by Dartey-Baah & Harlley, 2010) explained that, the process theories delves into individual thought processes and how they impacts their behaviour. According to theorists in this filed, employees decide on how to react to meet their needs and ascertain if they would be achieved. The equity theory and the expectancy theory are two basic theories in this category.

University of Ghana http://ugspace.ug.edu.gh

a. Adams Equity Theory

The Equity theory was originated by Adams Stacy. It falls in line with distributive justice and is linked to job satisfaction. According to the theory, employees perceive their outcome like raises, salary, and recognition of a job situation in relation to the effort, education, experience and competence they offer. The outcome which is the input ratio to that of a relevant other is then compared. The theory proposes four referent comparisons which makes it more complex (Robbins & Judge, (1992). Employees might compare themselves to friends, neighbours, co-workers or colleagues in other organisations or in their current organisation with past jobs. If the ratio is perceived to be equal to that of the relevant other, it implies the existence of fairness and justice. However, if a person perceives unequal ratio between his outcome and that of another relevant person, there is inequity that results in anger or tension. Adams proposed that, when a negative tension is created, it motivates an employee to correct it. In trying to correct the tension, employees exhibit such behaviours in which they may:

i. change inputs (put in little effort if underpaid or more if overpaid);
ii. change outcomes (individuals paid on a piece-rate basis may increase their pay by producing a higher quantity of units of lower quality);
iii. distort perceptions of self (an individual who used to think he worked at a moderate pace now realise he works a lot harder than everyone else);
iv. distort perceptions of others (a referent's job is not as desirable as an individual thought);
v. choose a different referent (an individual may not make as much as my brother-in-law, but may be doing a lot better than his Dad did when he was his age); or
vi. leave the field (quit the job).

University of Ghana http://ugspace.ug.edu.gh

This theory requires that managers change the outcome of employees by increasing salary levels, raises and recognition which focuses much on ensuring existence of fairness in allocating rewards.

b. Vroom's Valence Expectancy Theory

The theory argues that employee satisfaction is dependent on individual's expectation from an act and its accompanying outcome and how the individual finds that outcome to be. That is to say that, an individual is highly motivated to work when there is the assurance that his performance will yield a better appraisal and the form of reward to be received will meet his personal goals (Whitley, 2002). This theory has three elements of expectancy relationship, namely: expectancy, instrumentality and valence.

i. ***Expectancy***: E→P. This is the effort and performance relationship in which the employee is sure his effort (E) will urge him to attain his desired performance goals.

ii. ***Instrumentality***: P→R. An employee expects to get a certain reward (R) if he meets the performance (P) expectation.

iii. ***Valence:*** An employee assess how attractive and valuable a reward is to him.

Researchers have criticised the usefulness of the expectancy theory in real life situation. This is because most employees do not perceive the effort-performance and performance-reward linkages based on the fact that organisations do not usually reward employees based on their performance but rather on level of education, skill level, seniority, effort and job. Yet, the theory explains why most employees put in less effort when working since it is not a yardstick for measuring the quantum of reward he will receive. This might be true of the situation in Parliamentary Service where different employees of different levels in the organisational

University of Ghana http://ugspace.ug.edu.gh

ladder, educational level with different levels of skills who put in efforts of different magnitude are rewarded differently regardless of their performance.

2.4 Proposed Conceptual Framework of the Study

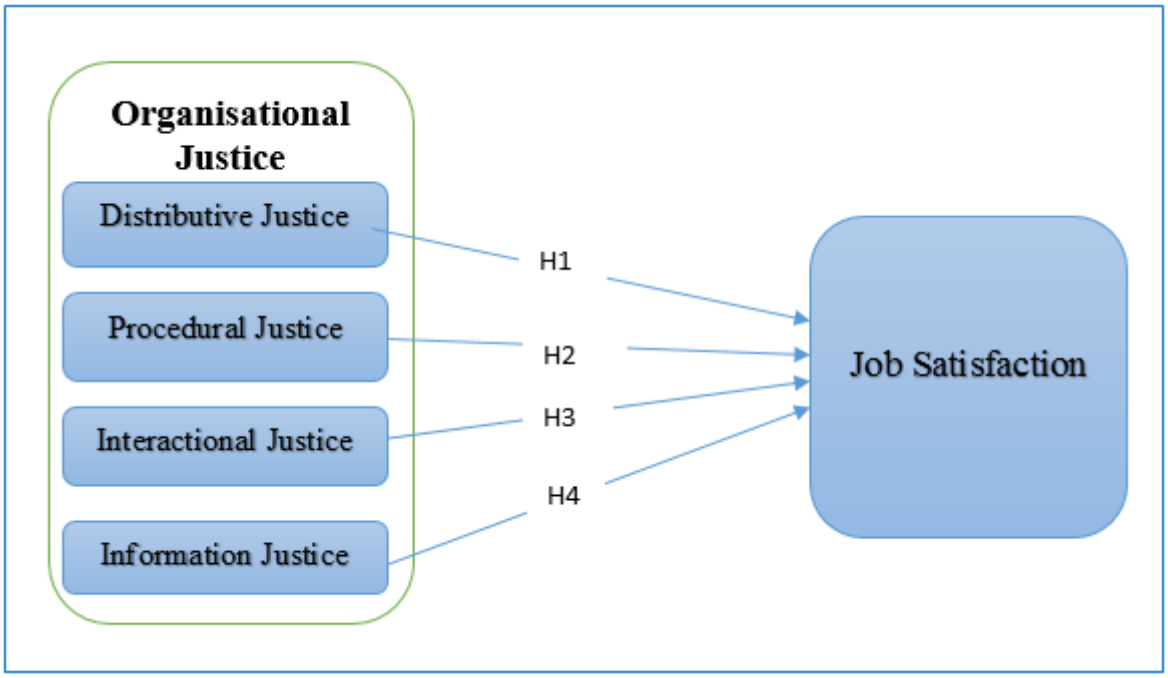
It is clear that indeed, distributive, procedural, interactional and informational justices are related to job satisfaction. This background and rich literature on organisational justice make is appropriate to study the relationship that between the variables of organisational justice and job satisfaction the Parliamentary Service of Ghana so that pragmatic measures are put in place to promote fairness and consequently enhance employee satisfaction towards productivity and the growth of democracy in Ghana.

Figure 2.2 presents the conceptual model of this research with organisational justice and job satisfaction. The four independent variables of organisational justice, namely, distributive justice, procedural justice, interactional justice and informational justice, per the hypotheses of the study, were to have positive relationship with the independent variable, job satisfaction. A Simple Linear regression was used to examine and analyse the relationship between the independent variables and the dependent variable to ascertain how significant the impact of each of the aspects of organisational justice is on employee job satisfaction in the Parliamentary Service.

The model is the graphical representation of the topic, objectives, questions and hypotheses of the study. This was adapted and designed based on past research and findings of Bowen et al. (1999), Russel et al. (2006) and Oh (2013). In their work they found a positive relationship between the dimensions of organisational justice and job satisfaction. This informed the hypotheses of this study.

University of Ghana http://ugspace.ug.edu.gh

Figure 2.2: Conceptual model for organisational justice's impact towards job satisfaction



Source: Robbins et al. (1992).

University of Ghana http://ugspace.ug.edu.gh

SECTION THREE

RESEARCH METHODOLOGY

3.1 Introduction

This section addresses the method and procedure used by the researcher to gather the data intended to be tested in the study. It also recounts the research design, sampling approaches, instruments and scales of for measuring and analysing the data.

3.2 Research Design

As regards the methods and processes of collecting and analysing data, the quantitative method was used to examine the relationship between distributive, procedural, interactional and informational justices, and employee job satisfaction. Questionnaires were distributed to respondents to solicit information about their perception of organisational justice and job satisfaction in the Parliamentary Service of Ghana. The survey adopted a scale used by Mcfarlin & Sweeney (1997) to measure level of employees' perception of distributive and procedural justices, while the scale for measuring the perception of interactional justice and informational justice was adopted from Oh (2013). The scale for measuring the level of employee job satisfaction was adopted from Spector (1994).

3.3 Data Collection Methods

The research relied solely on primary data collected through person-disseminated approach. The researcher personally administered the questionnaire to staff and then collected them later. The questionnaire had three part. The first part sought demographic information of respondents; the second entailed questions eliciting information on the employee perception of organisational justice; and the third and final part entailed questions eliciting information on the level of employee job satisfaction.

University of Ghana http://ugspace.ug.edu.gh

3.4 Sampling Design

3.4.1 Target Population

The potential respondents of the study are all staff of the Parliamentary Service regardless of gender, age, tribe, level or department who were available and ready to answer the questions. In the convenience sampling method that was used, all employees of the Parliamentary Service whom the researcher reached during the data collection phase of the survey were approached to respond to the questionnaire willingly. Out of the 150 copies of the questionnaire that was issued out, 139 constituting 92.7% were retrieved.

3.4.2 Sampling Methods

The convenience method was used to sample the targeted population were available and ready to participate and provide the information required of them. Since convenience sampling was used, the measures used by Yuan (2015) were adopted to reduce bias. They included ensuring equity in the distribution of participants based on demographic characteristics; administering questionnaire on different days, at different times and locations to promote diversification of samples; avoid being judgemental in determining targeted respondents and increasing the size of population to conform to the rule of thumb.

3.4.3 Sampling Location and Elements

The Sampling location is the Parliamentary Service of Ghana located at Parliament House in Osu of the Greater Accra Region of Ghana. This is where the office of the Service is located and all staff of the Service could be reached. All working adults of the Parliamentary Service of Ghana were sampled to partake the survey. All staff are believed to be English literates

University of Ghana http://ugspace.ug.edu.gh

hence the survey questionnaire was designed in English language, the official language of the Republic of Ghana.

3.4.4 Sampling Size

In the determination of sample size, it has been established that sample size between 30 and 500 has been appropriate for most surveys (Roscoe, 1975). In view of this, 150 questionnaire were administered to the targeted respondents in the Parliamentary Service of Ghana. Out of the 150 questionnaire, 139 were retrieved with 128 being valid for analysis. The invalid ones were those which were incomplete and had blanks sections.

3.5 Research Instrument

A self-administered, structured questionnaire was used in collecting data from the target population through the drop and pick method.

3.5.1 The Purpose for Using Questionnaire

The study was conducted using questionnaire since it is a cost effective way of collecting data (Yuan, 2015). The scales that constituted the questionnaire have been used by previous researchers and proved to be reliable and valid scales for measuring the constructs.

3.5.2 Questionnaire Design

The study adopted the questionnaires used by Oh (2013) and Robinson (2004) and adapted it to suite the research variables and targeted population. Five questions for demographic information were asked. A total number of 35 questions were asked to elicit information on organisational justice; 10 on distributive justice and 13 on procedural justices used by Mcfarlin & Sweeney (1997), seven on interactional justice and five on informational justice used by Oh (2013); and 36 questions on job satisfaction used by Spector (1994). In all,

University of Ghana http://ugspace.ug.edu.gh

respondents answered 71 closed-end questions by choosing options from a list of pre-set answers.

The quantitative survey involved the use of both metric and nonmetric scales. Four independent variables (distributive, procedural, interpersonal and informational justices) and one dependents variable (job satisfaction) were measured with 5-point Likert-scale (interval scale) ranging from “strongly disagree” to “strongly agree”. This measurement scale supports Person Correlation and Simple Linear Regression analysis methods. With the use of nominal scales, questions on demographic characteristics in respect of gender and highest academic qualification were measured while ordinal scale to measure age, level, and years of experience in the Service were pre-determined and categorised in rank order. The questionnaire had three parts. The first part solicited information on demographic characteristics; the second on the aspects of organisational justice; and the last on job satisfaction.

3.6 Data Analysis

Several methods of analysis were used. This helped to analyse, understand and interpret the data collected. Through this, meaningful insights were derived from the data. Descriptive analysis of the demographic and background features of the respondents was done to understand the background of the respondents. Moreover, the Simple Linear Regression was used to examine the predictive strength of the independent variables to check the level at which the variables contributes to the predictive functionality of the proposed model and impact the dependent variable. This was provided information on whether a positive or negative relationship existed between the independent variables and the dependent variables. The results from the analyses was studied, interpreted, and concluded to answer the research questions.

University of Ghana http://ugspace.ug.edu.gh

SECTION FOUR

ANALYSES AND DISCUSSIONS

4.1 Introduction

This section presents the empirical data from the survey in tables and charts for easy interpretation and understanding. There is then the discussion of the important interpretation and explanation of the data. Descriptive analysis was used to describe the demographic characteristics of respondents. A Simple Linear Regression results then presented and analysed the strength of the relationship between the independent variables and the dependent variables, which indicated the positivity or negativity of the relationship.

4.2 Descriptive Analysis

The survey revealed data on demographic characteristics of respondents. These characteristics present information about the gender, age, highest education level, number of years of experience in the Service and level, per the Parliamentary Service grade structure. The age, number of years of working experience in the Service and level were grouped into ranges for responds to select instead of freely entering what pertains to them.

4.2.1 Gender of Respondents

Table 4.1 presents the distribution of gender of respondents. 74 out of the total of 128 respondents were males representing 57.8 per cent while 54 out of the 128 respondents representing 42.2 per cent were females.

University of Ghana http://ugspace.ug.edu.gh

Table 4.1: Gender of respondents

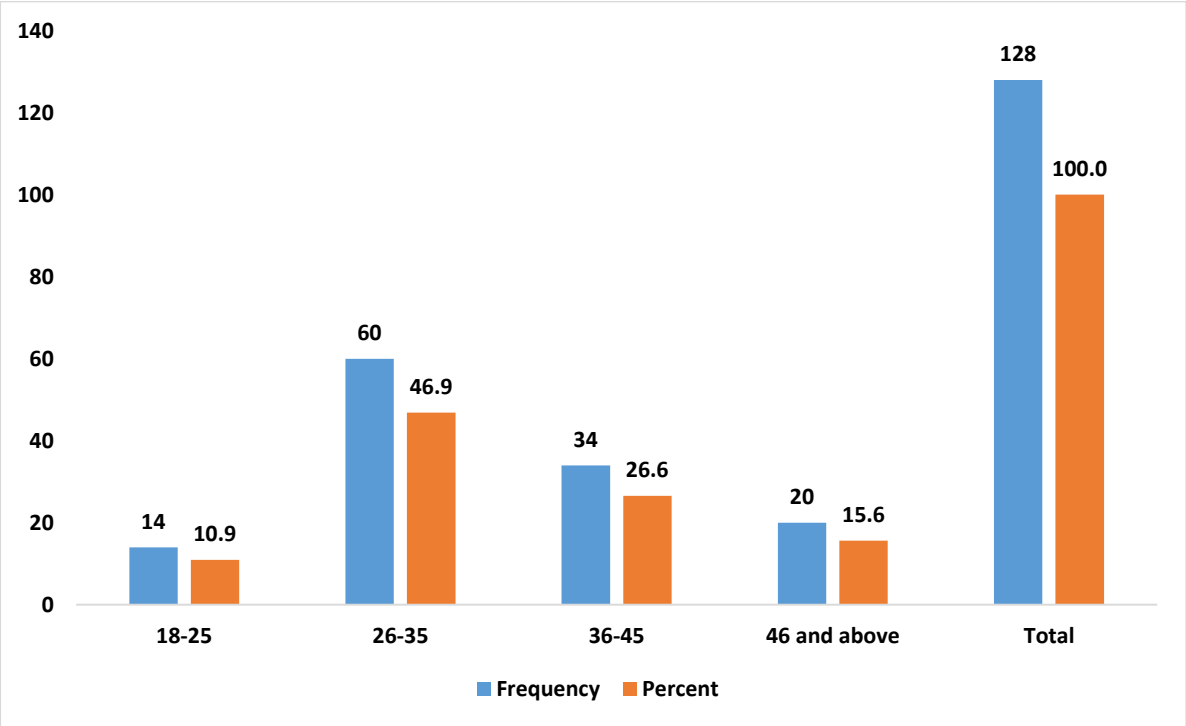
Gender	Frequency	Percent
Male	74	57.8
Female	54	42.2
Total	**128**	**100**

Source: Field data, 2019

4.2.2 Age Distribution of Respondents

As presented in Figure 4.1, out of the 128 respondents, 14 representing 10.9 per cent were 18 to 25 years of age; 60 representing 46.9 were 26 to 35 years; 34, representing 26.6 per cent were 36 to 45 years and 20, representing 15.6 were aged over 46 years.

Figure 4.1: Age distribution of correspondents



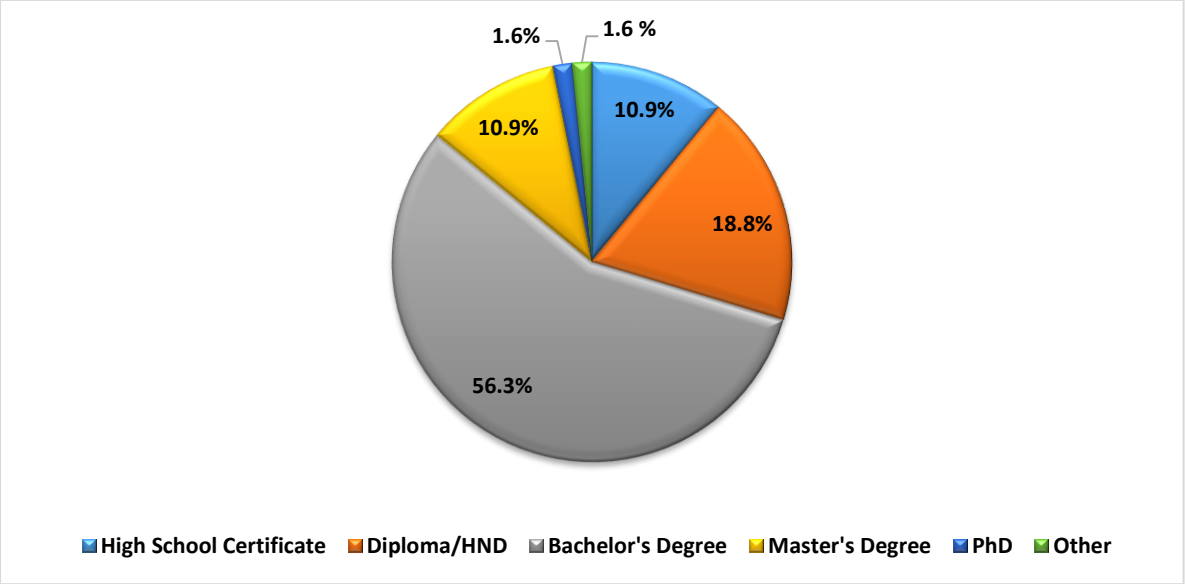
Source: Field data, 2019

University of Ghana http://ugspace.ug.edu.gh

4.2.3 Highest level of education

Figure 4.2 presents varied highest level of education attained by respondents. Respondents have attained different levels of education ranging from high school certificates to doctorate level. From the survey, majority (56.3%) of the respondents have attained bachelor's degree and 68.8 per cent having bachelors or a higher degree.

Figure 4.2: Highest level of education



Source: Field data, 2019

4.2.4 Years of experience in the Service

From the data, as per table 4.2, 46 out of the 128 respondents, representing the highest percentage of 35.9 had up to 5 years working experience Service. 34 respondents, representing 26.6% had served for 6 to 10 years while 10 respondents, representing 7.8% had worked between 11 and 15 years in the Service; 26 respondents, representing 20.3% had worked from 16 to 20 years and 10 respondents, constituting 7.8% had 21 to 25 year experience in the Service. Lastly, the smallest portion had worked in the Service for more than 25 years.

University of Ghana http://ugspace.ug.edu.gh

This means that, 80 of a total of 128 respondents representing 62.5% have been recruited to in the last 10 years to bring new experience and knowledge to the fore. However, only 9.4% out of the total correspondents have served in the Service for more than 20 years. This can affect job satisfaction since Dobrow et al. (2016) demonstrated that job age, referred to as job tenure, has relationship with job satisfaction such that employees' satisfaction decreases as tenure advances and receives a boost as they move to a new organisation, thus starting the cycle anew.

Table 4.2: Years of experience in the service

Years of experience	Frequency	Percent
0-5	46	35.9
6-10	34	26.6
11-15	10	7.8
16-20	26	20.3
21-25	10	7.8
More than 25	2	1.6
Total	**128**	**100.0**

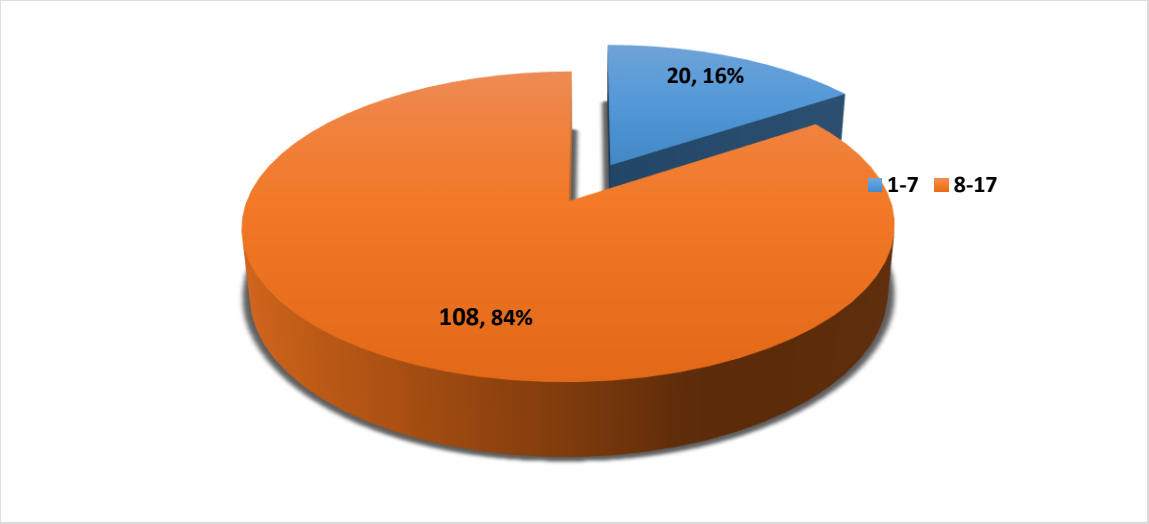
Source: Field data, 2019

4.2.5 Grade/Level in the Service

Figure 4.3 shows the level of respondents based on the Parliamentary Service's grading structure. Level 1 to 7 constitute junior staff while level 8 to 17 constitute senior staff. From the survey, 20 respondents (16%) out of the total respondents are junior staff and 108, representing 84% are in the senior staff category.

University of Ghana http://ugspace.ug.edu.gh

Figure 4.3: Grade / Level



Source: Field data, 2019

4.3 Analysis of Findings

The Simple Linear Regression was used to analyse the data derived from the survey. The results is presented, and the research questions addressed and answered together using the findings from the Simple Regression analysis.

4.3.1 Regression Analysis

With respect to determining the impact that all the dimensions of organisational justice have on job satisfaction, Table 4.4 presents the results for the simple linear regression. The results revealed a significant positive correlation between distributive justice and job satisfaction ($\beta = .213$, $p = .010$). Further statistical analysis revealed that a high perception of distributive justice significantly impacts employee's job satisfaction [$F_{(4, 123)} = 70.623$, $p = .000$], with an R^2 value of .697. Therefore, it can be concluded from the findings that 21% of the variation

University of Ghana http://ugspace.ug.edu.gh

in job satisfaction seen among employees can be attributed to employee's perception of high distributive justice. The results support Hypothesis 1 (H1).

The results also reveal that there is a significant positive correlation between procedural justice and job satisfaction ($\beta = .513$, $p = .000$). Further statistical analysis revealed a high perception of distributive justice which significantly impacts employee's job satisfaction [$F_{(4, 123)} = 70.623$, $p = .000$], with an R^2 value of .697. Therefore, it can be concluded from the findings that 51% of the variation in job satisfaction perceived among employees of the Parliamentary Service can be attributed to employee's perception of high procedural justice. The results support Hypothesis 2 (H2).

Again, the results reveal that there is no significant correlation between interactional justice and job satisfaction ($\beta = .062$, $p = .535$). Further statistical analysis revealed that interactive justice has no significant impact on the employee's job satisfaction [$F_{(4, 123)} = 70.623$, $p = .000$], with an R^2 value of .697. Therefore, it can be concluded from the findings that interactional justice does not predict employee job satisfaction. The results does not support Hypothesis 3 (H3).

Finally, the results indicated that there is no significant correlation between informational justice and job satisfaction ($\beta = .114$, $p = 1.08$). Further statistical analysis revealed that informational justice has no significant impact on the employee's job satisfaction [$F_{(4, 123)} = 70.623$, $p = .000$], with an R^2 value of .697. Therefore, it can be concluded from the findings that informational justice does not predict employee job satisfaction. The results does not support Hypothesis 4 (H4).

University of Ghana http://ugspace.ug.edu.gh

Table 4.3: Summary of linear regression

Model	*Unstandardized Coefficients*		*Standardized Coefficients*	*t*	*p*
	B	*Std. Error*	*Beta*		
(Constant)	.723	1.26		5.732	.000
Dist. Justice	.198	.076	.213**	2.613	.010
Proced. Justice	.480	.089	.513**	5.388	.000
Inter. Justice	.039	.073	.062	.535	.593
Info. Justice	.071	.066	.114	1.08	.283

**Significance at 0.05

a. Dependent Variable (constant): Job satisfaction

b. Note: R^2 = .697, F = 70.623

c. df = 4, 123

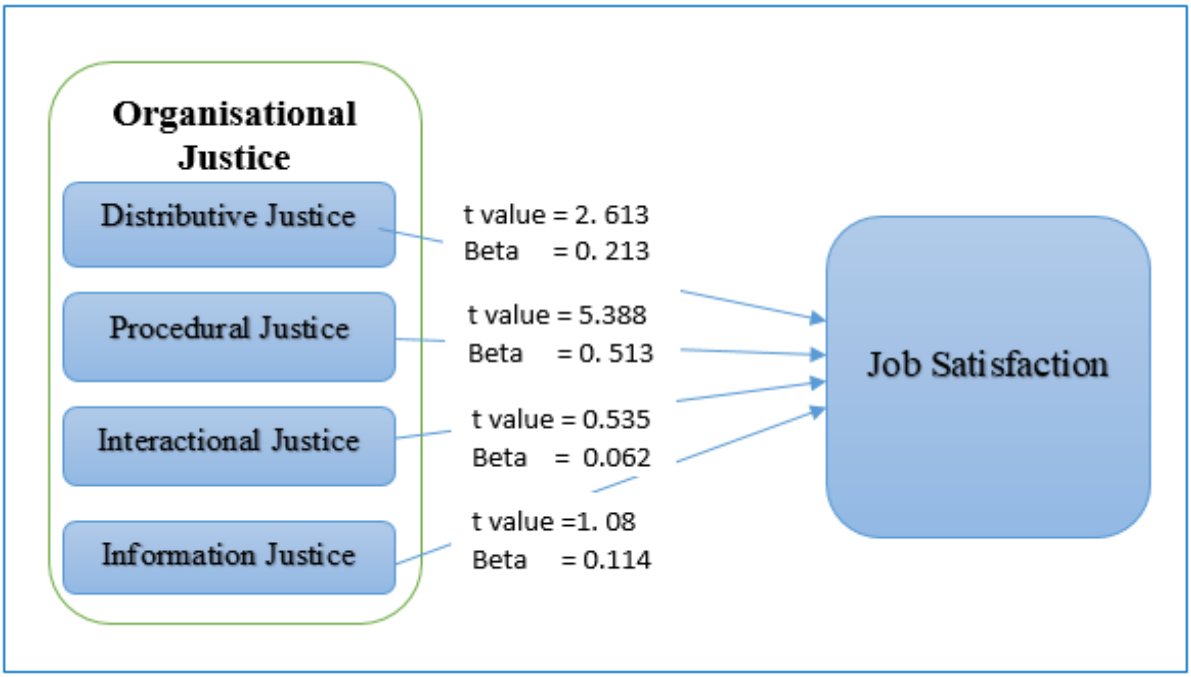
Source: Field data, 2019

4.4 Discussion

Figure 4.4 shows the revised conceptual model of the survey, the objective of which was to examine the influence of the facets of organisational justice on job satisfaction in the Parliamentary Service. From the findings of the study, the Beta values of the four independent variables showed their level of significance towards impacting job satisfaction in the Parliamentary Service.

University of Ghana http://ugspace.ug.edu.gh

Figure 4.4: Revised conceptual model



Source: Field data, 2019

From Figure 4.4, procedural justice emerged the variable with the strongest impact on employee job satisfaction in the Parliamentary Service. The implication is that, the perception of employees of the Service 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. Similarly, the revised conceptual framework is partially aligned with the findings of Wan et al. (2012) that procedural justice predicts job satisfaction. This could be attributed to the nature of parliamentary work which might have influenced employees' perception. Parliamentary work involves strict adherence to procedures in performing their functions. The 1992 Constitution of the Republic of Ghana, the Standing Orders provides the procedures that must be followed in performing every function of Parliament. Besides these rule books, the C.I. 118 also

University of Ghana http://ugspace.ug.edu.gh

provides procedures used to manage employees of the Service. Since Parliament 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 Service.

From the analysis, distributive justice also has a significant influence on employee job satisfaction in the Parliamentary Service, per the revised conceptual model. 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 Parliament, an institution that seeks to perform is functions to ensure fairness and equity in the distribution of the national resources, employees of the Service are likely to be satisfied if same fairness is applied in the distribution and allocation of resources pertaining to them since they support the Parliament achieving fair distribution of resources for the whole nation. The question is; if there could be fairness in the allocation of resources for the whole nation, why not in the Parliamentary Service which is small portion of the nation? Also, in performing the function of controlling the public purse, Parliament approves the national budget and estimates for all the Ministries, Departments and Agencies. By approving these allocations, employees of the Service are privy to the compensations, incentives and resources that are due other workers in other public organisations. 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 Service. This is because, knowing what is allocated to others, they would expect outcomes that commensurate the time, expertise and other inputs they offer as Adams Equity Theory postulates.

University of Ghana http://ugspace.ug.edu.gh

From the study, interactional justice was realised to be of no significance in predicting employee job satisfaction in the Parliamentary Service. This may be so because the Parliamentary Service is an environment where most of the employees provide support to the Legislature 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 legislation. 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.

The analysis further showed that informational justice has no significant impact on employee's job satisfaction and does not predict same in the Parliamentary Service. This may be so because, in the Parliamentary, most of the decisions made or approved by the Board that affects employees of the Service including decisions on compensation, condition of service, wellbeing and even security of staff of the Service are made public. So, even if these decision are not communicated to employees from the outset, it would be made known publicly to them on the Floor of the House when Speakers and Leaders of the House are making remarks to close Meetings of Parliament or when matters on such subjects arise. This provides the detailed, relevant and adequate, information that employees would expect to be communicated to them in relation to decisions that affect them. Therefore, they might not find this satisfying any longer since it is the order of the day.

University of Ghana http://ugspace.ug.edu.gh

4.5 Theoretical and Practical Implications of the Findings

This study was meant to ascertain the impact that perceived organisational justice has on employee job satisfaction in the Parliamentary Service. Theoretically, the findings suggests that procedural and distributive justices play highly significant role in predicting job satisfaction. Employees who perceive fair procedures in making decisions that affects them or perceive fairness in the determination and allocation of outcome are likely to be satisfied with their job. On the other hand, interactional justice and informational justice play no role in predicting employee job satisfaction. Thus, that employees do not feel satisfied when there is fairness in the way their supervisors treat them or where there is detailed, relevant and adequate, information communicated to them on decisions that affect them. The current study also provides administrators, managers, policy makers and implementers with the understanding of the relationship between perceived procedural, distributive, interactional and informational justices, and job satisfaction. This provides a better insight into how to manage the perception of employees to achieve a higher job satisfaction which is crucial in improving employee performance, productivity and increase employee retention rates.

University of Ghana http://ugspace.ug.edu.gh

SECTION FIVE

CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This section presents a brief summary of the study and draws conclusion showing the implication of the study in the management of employees of the Parliamentary Service of Ghana. Finally, recommendations are proffered for the use of Management of the Parliamentary Service of Ghana and for future researches.

5.2 Summary of Findings

The study sought to find out how organisational justice influences employee job satisfaction in the Parliamentary Service of Ghana. The specific objective of the study was to find out whether each of the dimensions of organisational justice have positive or negative relationship with job satisfaction. A quantitative research through a self-administered questionnaire was used for the study. The data was analysed and presented in frequency and percentage distribution tables, bar charts and pie charts.

Findings from Linear Regression analysis suggested that procedural and distributive justices have strong positive relationship with employee job satisfaction in the Parliamentary Service while interactional and informational justice have no relationship with job satisfaction. This means that the perception of procedural and distributive justices has significant influence on their level of job satisfaction, while the perception of interactional justice and informational justice have no impact and cannot predict employee job satisfaction. This answered the research questions which sought to find out whether each of the independent variables had positive or negative relationship with job satisfaction. The analysis also tested whether the results supported the research hypothesis. The results supported Hypotheses 1 and 2, that distributive and procedural justices have significant positive impact with job satisfaction.

University of Ghana http://ugspace.ug.edu.gh

However, hypotheses 3 and 4 which stated that interactional and informational justices have significant positive relationship with job satisfaction were not supported by the result from the study. This means that procedural justice and distributive justice can predict employee job satisfaction in the Service while interactional justice and informational justice cannot predict job satisfaction in the Parliamentary Service.

The Board and Management of the Parliamentary Service of Ghana should take the findings of this survey seriously to improve on fairness in procedures used to formulate policies and determine outcomes to enhance job satisfaction in the Parliamentary Service. This will consequently enhance organisational commitment, organisational citizen behaviours, organisational belongingness, high turnover and high level of productivity among others. They must also ensure fair distribution of outcomes since that could highly impact employee job satisfaction.

Therefore, by upholding organisational justice, the Parliamentary service can improve employee job satisfaction and reap its associated benefits of employee commitment, organisational citizenship behaviours and belongingness and high turnover which would all inure to high productivity (George & Jones, 2008) without necessarily increasing operational cost.

5.4 Conclusion

Human resource is the pivot of the survival of every organisation. If employees of organisations are managed well, organisations 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 Parliamentary Service, then the Board and Management of the Service must

University of Ghana http://ugspace.ug.edu.gh

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 organisational justice.

5.5 Recommendations

In light of the findings of the study, it is highly recommended that the Board and Management of the Parliamentary Service pay particular attention to fair procedures in making decisions, implementing policies and determining outcomes in the Parliamentary Service 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 Legislature. In addition to these, they should promotes distributive justice through recognition and fair penal systems that which are cost effective.

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 organisational 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.

University of Ghana http://ugspace.ug.edu.gh

REFERENCES

Adams, J. S. (1963). Towards an understanding of inequity. *The Journal of Abnormal and Social Psychology*, *67*(5), 422.

Adams, J. S. (1965). Inequity in social exchange. In *Advances in experimental social psychology* (Vol. 2, pp. 267-299). Academic Press.

Ambrose, M. L. (2002). Contemporary justice research: A new look at familiar questions. *Organizational behaviour and human decision processes*, *89*(1), 803-812.

Ambrose, M. L., Seabright, M. A., & Schminke, M. (2002). Sabotage in the workplace: The role of organizational injustice. *Organizational behaviour and human decision processes*, *89*(1), 947-965.

Anyanwu, C.N., Omolewa, M.A, Adeyeri, C.L.K, Okanlawon, A.B., & Siddiqui, A.A (1985). Adult education and community development. Ibadan: Heinemann Educational Books (Nig.) Ltd.

Arvey, R. D., Bouchard, T. J., Segal, N. L., & Abraham, L. M. (1989). Job satisfaction: Environmental and genetic components. Journal of Applied Psychology, 74(2), 187.

Belanger, I. (2007). Models of the effects of monitoring on perceptions of Organisational justice and turnover. (Order No. MR49656, University of New Brunswick (Canada)). ProQuest Dissertations and Theses, 31-n/a. Retrieved from http://search.proquest.com/docview/304730925?accountid=50207. (304730925).

Bies, R. J. (2001). Interactional (in) justice: The sacred and the profane. *Advances in organisational justice*, *85*, 108.

Blau, P. M. (1968). Social Exchange. S. 452–457 in: DL Sills (Hrsg.), International Encyclopedia of the Social Sciences, Vol. 7. New York: MacMillan.

University of Ghana http://ugspace.ug.edu.gh

Braeunig, L. (2007). Perceived supervisor support, meeting frequency, and turnover intentions: The mediating role of informational justice (Order No. 1446335). Available from ProQuest Dissertations & Theses Global. (304713774). Retrieved from http://search.proquest.com/docview/304713774?accountid=50207

Burns, A. C., & Bush, R. F. (2006). *Marketing research (5th Ed)*. New Jersey: Pearson Prentice Hall.

Campbell, J. (2007). Motivation, attitudes, goal setting, performance and interactive effects of pay for performance. Capella University). ProQuest Dissertations and Theses, 144-n/a.

Choong, K.F., Wong, E.S.K., & Tioh, N.G. (2010). The Impact of Organizational Justice on Employee's Job Satisfaction: The Malaysian Companies Perspectives. *American Journal of Economics and Business Administration, 2(1)*, 65-72.

Cohen-Charash, Y., & Spector, P. E. (2001). The role of justice in organisations: A meta analysis. *Organisational Behaviour and Human Decision Processes*, 86, 278–321.

Colquitt, J. A., & J Greenberg (2003). *The handbook of organisational justice*. Mahwah, N.J: Lawrence Earlbaum.

Cranny, C.J., Smith, P.C., & Stone, E.F. (1992). *Job Satisfaction: How people feel about their jobs and how it affects their performance*, Lexington Books, New York.

Cropanzano, R., & Greenberg, J. (1997). Progress in organisational justice: Tunneling through the maze. In C. L. Cooper & I. T. Robertson (Eds.), *International review of industrial and Organisational psychology* (pp. 317- 372). New York: Wiley.

University of Ghana http://ugspace.ug.edu.gh

Dalal, R. S. (2005). A meta-analysis of the relationship between organisational citizenship behaviour and counterproductive work behaviour. Journal of Applied Psychology, 90, p. 1241–1255.

Dartey-Baah, K., & Harlley, A. (2010). Job satisfaction and motivation: Understanding its impact on employee commitment and organisational performance. Academic Leadership: The Online Journal, 8(4), 39.

Dobrow Riza, S., Ganzach, Y., & Liu, Y. (2016). Time and job satisfaction: A longitudinal study of the differential roles of age and tenure. *Journal of Management*. doi: 10.1177/0149206315624962

Egan, T. D. (1993). Multiple dimensions of organisational justice perceptions and individual level performance. (Order No. 9402419, University of California, Irvine). ProQuest Dissertations and Theses, 178-178 p. Retrieved from http://search.proquest.com/docview/304036705?accountid=50207.(304036705).

Fodchuk, K. M. (2009). Organizational justice perceptions in china: Development of the Chinese organizational justice scale. (Order No. 3374154, Old Dominion University). ProQuest Dissertations and Theses, 156. Retrieved from http://search.proquest.com/docview/305071073?accountid=50207. (305071073).

Folger, R., & Greenberg, J. (1985). Procedural justice: An interpretive analysis of personnel systems. *Research in personnel and human resources management*, *3*(1), 141-183.

Gauri, S. R. (2013). Impact of organisational justice on satisfaction, commitment and turnover intention: Can fair treatment by organisations make a difference in their workers' attitudes and behaviours? International Journal of Human Sciences, 10(2) 2013, 260-284.

University of Ghana http://ugspace.ug.edu.gh

George, J., & Jones, G. (2008). Understanding and managing organisational behaviour. 5th ed. Upper Saddle River, New Jersey: Pearson Prentice Hall.

Greenberg, J. (2010). Behaviour in organisations (10th ed.), England, Pearson.

Guo, C. (2009). The meaning and effects of organizational justice in a layoff situation: an indigenous Chinese investigation (PhD thesis). Retrieved from https://scholarworks.umass.edu/dissertations_1/123

Hackman, J.R., & Oldham, G.R. (1980), Work redesign. Reading, MA: Addison-Wesley.

Hair, J. F., Anderson, R. E., Babin, B. J., & Black, W. C. (2010). Multivariate data analysis: A global perspective (Vol. 7).

Hamlett, J. (2014). Exploring how managers' perception of organisational justice influences job satisfaction and turnover intention. (Order No. 3622057, Northcentral University). ProQuest Dissertations and Theses, 223. Retrieved from http://search.proquest.com/docview/1548006654?accountid=50207. (1548006654).

Hannagan, T. (2005). Management: Concepts and Practices (4th Ed.) FT Prentice Hall. Pp. 349-355

Harr, M. J., & Spell, S.C. (2009). How does distributive justice affect work attitudes? The moderating effects of autonomy. The International Journal of Human Resource Management, Vol.20, pp.1827–1842.

Hasan Ali AL-Zu'bi (2010). A Study of Relationship between Organizational Justice and Job Satisfaction. *International Journal of Business and Management,5(12).*102-109.

Herzberg, F., Mausner, B., & Snyderman, B. B. (1959). The motivation to work. 2nd Ed. New York, NY: John Wiley & Sons.

University of Ghana http://ugspace.ug.edu.gh

Hoppock, R. (1935). Job satisfaction.

Hwang, I., & Kuo, J. (2006). 'Effects of job satisfaction and perceived alternative employment opportunities on turnover intention – an examination of public sector organisations', *Journal of American Academy of Business*, Vol. 8, No. 2, pp.254–260.

Iyer, V. V. (2011). Understanding turnover intentions and behaviour of Indian information systems professionals: A study of organizational justice, job satisfaction and social norms (Order No. 3489449). Available from ProQuest Dissertations & Theses Global. (915147174). Retrieved from http://search.proquest.com/docview/915147174?accountid=50207

Karim, F., & Rehman, O. (2012). Impact of job satisfaction, perceived organisational justice and employee empowerment on organisational commitment in semi-government organisations of Pakistan. Journal of Business Studies. Vol. 3, No. 4, pp. 92-104.

Karimi, S. (2007). Affecting job satisfaction of faculty members of Bu-Ali Sina University, Amedan, Iran Scientific & Research Quarterly. Journal of Mazandaran University, 23(6), p. 89-104.

Kim, H. (2009). "Integrating organisational justice into the relationship management theory". Retrieved from [Online] Available: http://www.allacademic.com/ (Retrieved from 5th January, 2019).

Kinlaw, D. C. (1988). "What employees "see" is what Organisations" get. Management Solutions, 33, 3: 38-42.

Kinneman, M.T, Hitchings K.S, & Bryan M.A. (1997). 'A pragmatic approach to measuring and evaluating hospital restructuring efforts'. Journal of Nursing Administration. Vol.27 (7/8): pp 33-41.

University of Ghana http://ugspace.ug.edu.gh

Lambert, E., Barton, S., & Hogan, N. (1999). 'The missing link between job satisfaction and correctional staff behaviour: the issue of organisational commitment', *American Journal of Criminal Justice*, Vol. 24, pp.95–116.

Leventhal, G. S. (1976b). The distribution of rewards and resources in groups and organizations. In *Advances in experimental social psychology* (Vol. 9, pp. 91-131). Academic Press.

Leventhal, G. S. (1980). What should be done with equity theory? In *Social exchange* (pp. 27-55). Springer, Boston, MA.

Leventhal, G. S., Karuza, J., & Fry, W. R. (1980). Beyond fairness: A theory of allocation preferences. *Justice and social interaction*, *3*(1), 167-218.

Levinson, E. M., & Dematteo, F.J. (1998). Stress, burnout and dissatisfaction in school psychology. [Online] Available from: www.coe.iup.edu/emlevins/aspp2/sld00 1.htm. [Accessed: 17 November, 2014].

Lim, S. (2008). 'Job Satisfaction of information technology workers in academic libraries', Library and Information Science Research, 30 (2) p. 115-121.

Lind, E. A. (1995). Justice and authority relations in organisations. In R. Cropanzano & M. K. Kacmar (eds), Organisational politics, justice, and support: Managing the social climate of the workplace (pp. 83-96). Westport, CT: Quorum Books.

Mankoe, J. O. (2002). Educational administration and management in Ghana. Winneba: University of Education.

University of Ghana http://ugspace.ug.edu.gh

Martin, C., & Bennett, N. (1996). 'The role of justice judgments in explaining the relationship between job satisfaction and organisational commitment', Group and Organisation Management, Vol. 21, pp.84–104.

Maslow, A. (1943). A Theory of human motivation. Psychological Review, 50, p. 370-396.

McCormick, E., & Ilgen, D. R. (1992). Industrial and organisational psychology. Englewood Cliffs.

McFarlin, D. B., & Sweeney, P. D. (1992). Distributive and procedural justice as predictors of satisfaction with personal and organisational outcomes. *Academy of Management Journal*, 35(3), 626-637.

McFarlin, D. B., & Sweeney, P. D. (1997). Process and outcome: Gender differences in the assessment of justice. *Journal of Organizational Behaviour: The International Journal of Industrial, Occupational and Organizational Psychology and Behaviour*, *18*(1), 83-98.

McNabb, N. S. (2009). The daily floggings will continue until morale improves: An examination of the relationships among organisational justice, job satisfaction, organisational commitment and intention to turnover (Order No. 3352987). Available from ProQuest Dissertations & Theses Global. (304972141). Retrieved from http://search.proquest.com/docview/304972141?accountid=50207

Menon S., & Wadke R. (2016). The effect of perception of organisational justice on job satisfaction of employees in an airline company. *International Research Journal of Management Science & Technology* Retrieved from *http://www.irjmst.com* 8-Jan-2019

University of Ghana http://ugspace.ug.edu.gh

Niazi, A., & Ali M. (2014). The Relationship between Organisational Justice and organisational commitment and the mediating effect of job satisfaction on organisational behaviour. international journal of management sciences and business research, 2014 ISSN (2226-8235) Vol-3, Issue 2

Oh, J. R. (2013). The impact of organisational justice on career satisfaction of employees in the public sector of South Korea. (Order No. 3567458, University of Minnesota). ProQuest Dissertations and Theses, 122. Retrieved from http://search.proquest.com/docview/1420349300?accountid=50207. (1420349300).

Pallant, J. (2005). *SPSS Survival Manual: A step by step guide to data analysis using SPSS for Windows* (12th ed.), Australia, Allen & Unwin.

Parker, R.., Kohlmeyer, J. (2005). 'Organisational justice and turnover in public accounting firms: a research note', *Accounting, Organisations and Society*, Vol. 30, pp.357–369.

Pitts, J. P. (2006). The effects of managerial communication and justice perceptions on employee commitment to organizational change: A mixed method field study. Auburn University). ProQuest Dissertations and Theses, 181-181 p. Retrieved from http://search.proquest.com/docview/305357221?accountid=50207.(305357221).

Poole, W. L. (2007). Organisational justice as a framework for understanding union-management relations in education. *Canadian Journal of Education 30, 3 (2007): 725- 748*

Richmond, A., & Skitmore, M. (2006). 'Stress and coping: a study of project managers in a large ICT organisation', *Project Management Journal*, Vol. 37, pp.5–17.

University of Ghana http://ugspace.ug.edu.gh

Robinson, K. L. (2004). The impact of individual differences on the relationship between employee perceptions of organisational justice and organisational outcome variables (Order No. 3129973). Available from ProQuest Dissertations & Theses Global. (305047403). Retrieved from http://search.proquest.com/docview/305047403?accountid=50207

Robbins, S. P., Judge, T., & Breward, K. (1992). Essentials of organisational behaviour (12th ed., Vol. 200, No. 1). Prentice Hall.

Roscoe, J. T. (1975). Fundamental research statistics for the behavioral sciences [by] John T. Roscoe.

Royal, D. R. (2009). Nurses' perceptions of organizational justice, commitment, and job satisfaction in the workplace. (Order No. 3370942, University of Phoenix). ProQuest Dissertations and Theses, 155-n/a. Retrieved from http://search.proquest.com/docview/305127407?accountid=50207.(305127407).

Spector, P. E. (1994). Job satisfaction survey.

Spector, P. E. (1997). Job satisfaction: Application, assessment, causes, and consequences. Thousand Oaks, CA: Sage Publications, Inc.

Tam, W. W. (1998). An assessment of the relationships among organizational trust, organisational politics, and organizational justice, and their effects on merit pay outcomes in the Malaysian public sector. (Order No. 9901142, The Pennsylvania State University). ProQuest Dissertations and Theses, 303-303p. Retrieved from http://search.proquest.com/docview/304443454?accountid=50207.(304443454).

Thibaut, J. W., & Walker, L. (1975). *Procedural justice: A psychological analysis*. L. Erlbaum Associates.

University of Ghana http://ugspace.ug.edu.gh

Tyler, T. R., & Bies, R.J. (1990). 'Beyond formal procedures: the interpersonal context of procedural justice', in J.S. Carroll (Ed.): *Applied Social Psychology and Organisational Settings*, pp.77–98, Erlbaum, Hillsdale, NJ.

Volcov, M. (2015). The importance of organisational justice. Retrieved from https://blog.volkovlaw.com/2015/03/the-importance-of-Organisational-justice/ on Friday, 18 January 2019.

Wan, H., Sulaiman, M., & Omar, A. (2012). Procedural justice in promotion decisions of managerial staff in Malaysia. *Asia Pacific Business Review, 18(1)*, 99-121. doi:10.1080/13602380903424167

Weihrich, H., & Koontz, H. (1999). Management: A global perspective. 10th ed. McGraw-Hill. Inc.

Whitley, P. (2002). Motivation. Capstone Publishing, Oxford, Great Britain

Williams, S. (1999). 'The effects of distributive and procedural justice on performance', Journal of Psychology, Vol. 133, pp.1–6.

Wilson, T. A. (2010). Workplace aggression behaviours, organisational justice, and intention to leave among U.S. telecommunications workers (Order No. 3406165). Available from ProQuest Dissertations & Theses Global. (275596271). Retrieved from http://search.proquest.com/docview/275596271?accountid=50207

Yuan, S. S. (2015). The Impact of organisational Justice towards employee job satisfaction in Malaysia (Doctoral dissertation, UTAR).

University of Ghana http://ugspace.ug.edu.gh

APPENDIX 1

A STRUCTURED QUESTIONNAIRE ON

THE INFLUENCE OF ORGANISATIONAL JUSTICE ON JOB SATISFACTION IN THE PARLIAMENTARY SERVICE OF GHANA

This questionnaire is to enable the researcher examine the level of organisational justice and its impact on employee satisfaction in the Parliamentary Service of Ghana. You will contribute greatly to the success of this study if you could take some few minutes to respond to the following questions as objectively as possible.

Thank you in advance for your consent and participation.

SECTION A: DEMOGRAPHIC DATA

Please tick (√) in the appropriate box below.

1. Gender: Male [ ] Female [ ]

2. Age: (a) 18 – 25 [ ] (b) 26 – 35 [ ] (c) 36 – 45 [ ] (d) 46 and above [ ]

3. Highest Academic Qualification

(a) High School Certificate [ ] (b) Diploma/HND [ ] (c) Bachelor's Degree [ ]

(d) Master's Degree [ ] (e) PhD [ ] (f) Other: ……...……

4. Years of experience in the Service

(a) 0 – 5[ ] (b) 6 – 10[ ] (c) 11 – 15[ ] (d) 16 – 20[ ] (e) 21 – 25[ ] (f) More than 25[ ]

5. Level (a) 1 – 7[ ] (b) 8 – 17 [ ]

SECTION B: QUESTIONNAIRE ON ORGANISATINAL JUSTICE

This section consists of questions concerning your perception about justice/fairness in the Service. You are required to rank your level of perception of justice in the Service by choosing from the five alternatives below.

1–Strongly Disagree

2–Disagree

3–Neither Disagree nor Agree

4–Agree

5–Strongly Agree

University of Ghana http://ugspace.ug.edu.gh

Please tick (√) the response that most applies to you in the space against each item.

#	DISTRIBUTIVE JUSTICE	1	2	3	4	5
1	Promotions or scheduled pay increase here usually depends on how well a person performs his/her job.					
2	Under the present system, financial rewards are seldom related to employee performance.					
3	There is a tendency for supervisors here to give the same performance ratings, regardless of how well people perform their jobs.					
4	Under the present system, supervisors here get a few tangible rewards for excellence performance.					
5	Performance appraisal do influence personnel action taken in this organisation.					
6	My supervisor evaluated my performance based on things not related to my job.					
7	I will be demoted/interdicted or removed from my position if I perform my job poorly.					
8	I will be promoted or given a better job if I perform especially well.					
9	My own hard work will lead to recognition as a good performer.					
10	I will get a cash award or unscheduled pay increase if I perform especially well.					
	PROCEDURAL JUSTICE					
1	I am not sure what determines how I can get a promotion in this organisation.					
2	I am told promptly when there is a change in policy.					
3	It is really not possible to change things around here.					
4	There are adequate procedures to get my performance rating reconsidered, if necessary.					
5	I understand the performance and appraisal system being used in this organisation.					
6	When changes are made in this organisation, the employees usually lose out in the end.					
7	Affirmative action policies have helped advance the employment opportunities in this organisation.					
8	In general, disciplinary actions taken in this organisation are fair and justified.					
9	I am not afraid to “blow the whistle” on things I find wrong with my organisation.					
10	If I were subject to personnel action, I believe my agency would adequately inform me of my right to express my grievance and appeal.					

University of Ghana http://ugspace.ug.edu.gh

#	PROCEDURAL JUSTICE (continued)	1	2	3	4	5
11	I am aware of the specific steps I must take to have a personnel action taken against me reconsidered.					
12	The procedure 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.					
	INTERACTIONAL JUSTICE					
1	When decisions are made about my job, my supervisor treats me with kindness and consideration.					
2	When decisions are made about my job, my supervisor considers personal needs with the greatest care.					
3	When decisions are made about my job, my supervisor treats me with a truthful manner.					
4	When decisions are made about my job, my supervisor shows concerns for my rights as an employee.					
5	Concerning decisions made about my job, my supervisor usually discusses the expected impacts of the decisions with me.					
6	When making decisions about my job, my supervisor offers reasonable explanations that I understand clearly.					
7	My supervisor explains clearly any decision if it is related to my job.					
	INFORMATIONAL JUSTICE					
1	My supervisor is candid in communicating with me.					
2	My supervisor explains procedures thoroughly.					
3	My supervisor's explanations regarding the procedures are reasonable.					
4	He/she communicates details in a timely manner.					
5	He/she seemed to tailor his/her communications to individuals' specified needs.					

University of Ghana http://ugspace.ug.edu.gh

SECTION C: JOB SATISFACTION SURVEY

This section consists of questions concerning your perception of job satisfaction in the Service. You are required to rank your level of job satisfaction in your organisation by choosing from the five (5) alternatives below the one number for each question that comes closest to reflecting your opinion about it.

1–Disagree very much
2–Disagree slightly
3–Neither agree nor disagree
4–Agree Slightly
5–Agree very much

Please tick (√) the response that most applies to you in the space against each item.

#	JOB SATISFACTION	1	2	3	4	5
1	I feel I am being paid a fair amount for the work I do.					
2	There is really too little chance for promotion on my job.					
3	My supervisor is quite competent in doing his/her job.					
4	I am not satisfied with the benefit I receive.					
5	When I do a good job, I receive the recognition for it that I should receive.					
6	Many of our rules and procedures make doing a good job difficult.					
7	I like people I work with.					
8	I, sometimes, feel my job is meaningless.					
9	Communications seem good within this organisation.					
10	Raises (movements to a higher level or position) are too few and far between.					
11	Those who do well on the job stand a fair chance of being promoted.					
12	My supervisor is unfair to me.					
13	The benefit we receive are as good as most other organisations offer.					
14	I do not feel that the work I do is appreciated.					
15	My efforts to do a good job are seldom blocked by red tapism (formal rules that are redundant or bureaucratic).					
16	I find I have to work harder at my job because of the incompetence of people I work with.					
17	I like doing the things I do at work.					
18	The goals of this organisations are not clear to me.					
19	I feel unappreciated by the organisation when I think about what they pay me.					
20	People get ahead here as fast as they do in other places.					
21	My supervisor shows too little interest in the feelings of subordinates.					

University of Ghana http://ugspace.ug.edu.gh

#	JOB SATISFACTION (continued)	1	2	3	4	5
22	The benefit package we have is equitable.					
23	There are few rewards for those who work here.					
24	I have too much to do at work.					
25	I enjoy my co-workers.					
26	I often feel that I do not know what is going on with the organisation.					
27	I feel a sense of pride in doing my job.					
28	I feel satisfied with my chances for salary increase.					
29	There are benefits we do not have which we should have.					
30	I like my supervisor.					
31	I have too much paperwork.					
32	I do not feel my efforts are rewarded the way they should be.					
33	I am satisfied with my chances for promotion.					
34	There is too much bickering and fighting a work.					
35	My job is enjoyable.					
36	Work assignments are not fully explained.					

Thank you for your cooperation