

UNIVERSITY OF CAPE COAST

EFFECT OF ORGANIZATIONAL JUSTICE ON EMPLOYEE
PERFORMANCE AT AKENTEN APPIAH-MENKA UNIVERSITY OF
SKILLS TRAINING AND ENTREPRENEURIAL DEVELOPMENT

BY

JENNIFER AGYEIWAA OTENG

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DECLARATION

Candidate's Declaration

I hereby declare that this is the result of my own original research and that no part of it has been presented for another degree in this university or elsewhere.

Candidate's Signature: Date:

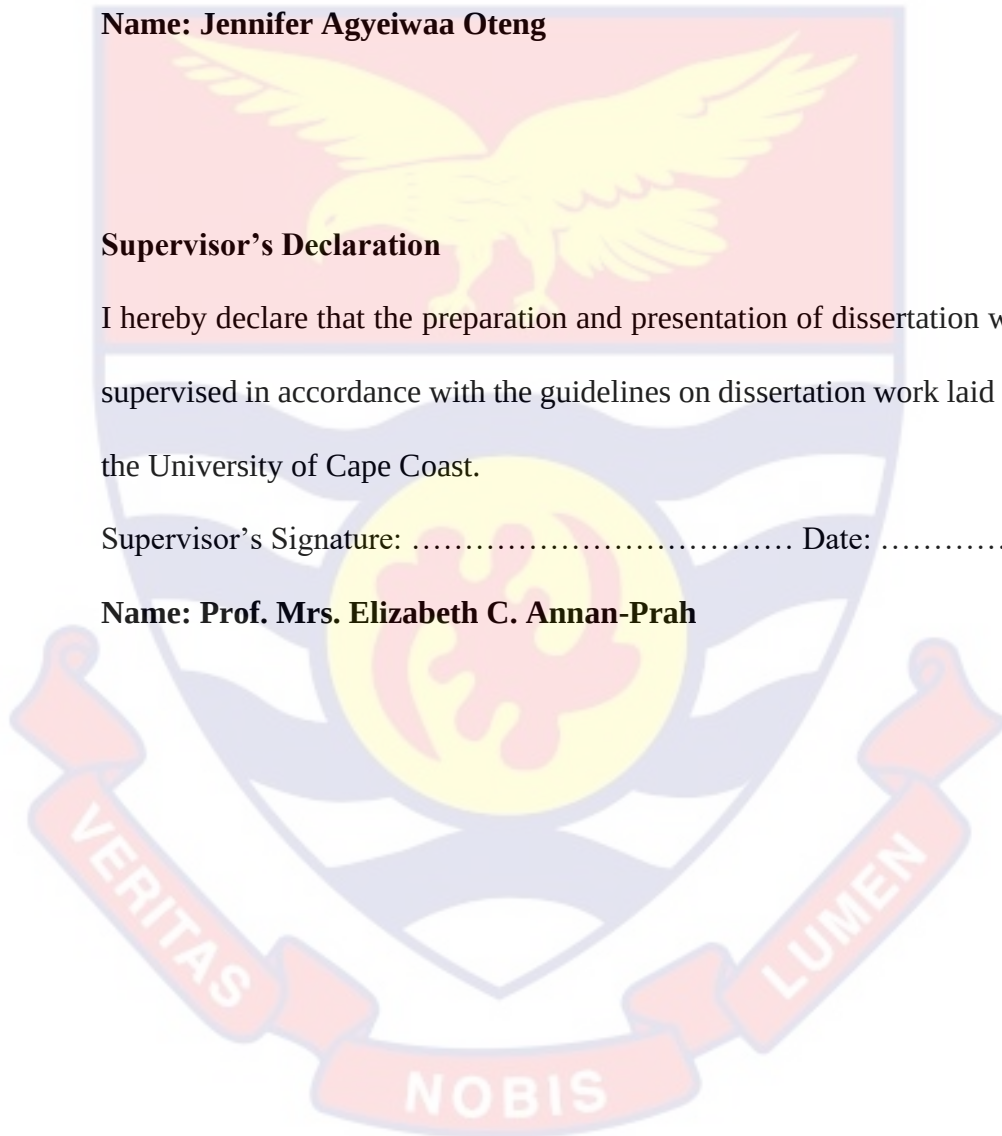
Name: Jennifer Agyeiwaa Oteng

Supervisor's Declaration

I hereby declare that the preparation and presentation of dissertation work was supervised in accordance with the guidelines on dissertation work laid down by the University of Cape Coast.

Supervisor's Signature: Date:

Name: Prof. Mrs. Elizabeth C. Annan-Prah



ABSTRACT

This study examined the impact of organizational justice on employee performance at the Akenten Appiah-Menka University of Skills Training and Entrepreneurial Development (AAMUSTED). The study employed a quantitative design to examine the impact of organizational justice on employee performance at the Akenten Appiah-Menka University of Skills Training and Entrepreneurial Development. The questionnaire was administered to 200 participants out of the total population of 699 using a random sampling technique. The data were analyzed using descriptive statistics to identify patterns in employee perceptions, followed by inferential statistics to determine the strength and significance of these correlations. The study found that while employees generally viewed work schedules as fair, perceptions of workload, pay, rewards, and job responsibilities were mixed. Correlation analysis revealed significant relationships between different aspects of distributive justice. For procedural justice, perceptions varied, with areas such as consistency in decision-making and employee empowerment needing improvement. In terms of interactional justice, employees generally reported experiencing kindness, consideration, respect, and dignity from their managers. However, sensitivity to personal needs received mixed responses. Strong and positive correlations were found among the different dimensions of justice. Procedural justice dimensions were positively correlated with employee performance, while the impact of interactional justice dimensions on performance varied. The study highlights the importance of justice in the workplace and the need for fair and transparent environments to improve employee outcomes. Training and guidance to managers on effectively addressing employee concerns and demonstrating sensitivity to personal needs are essential.

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DEDICATION

To my mother, Ms Joan Entsil Baiden, who encouraged me to have my
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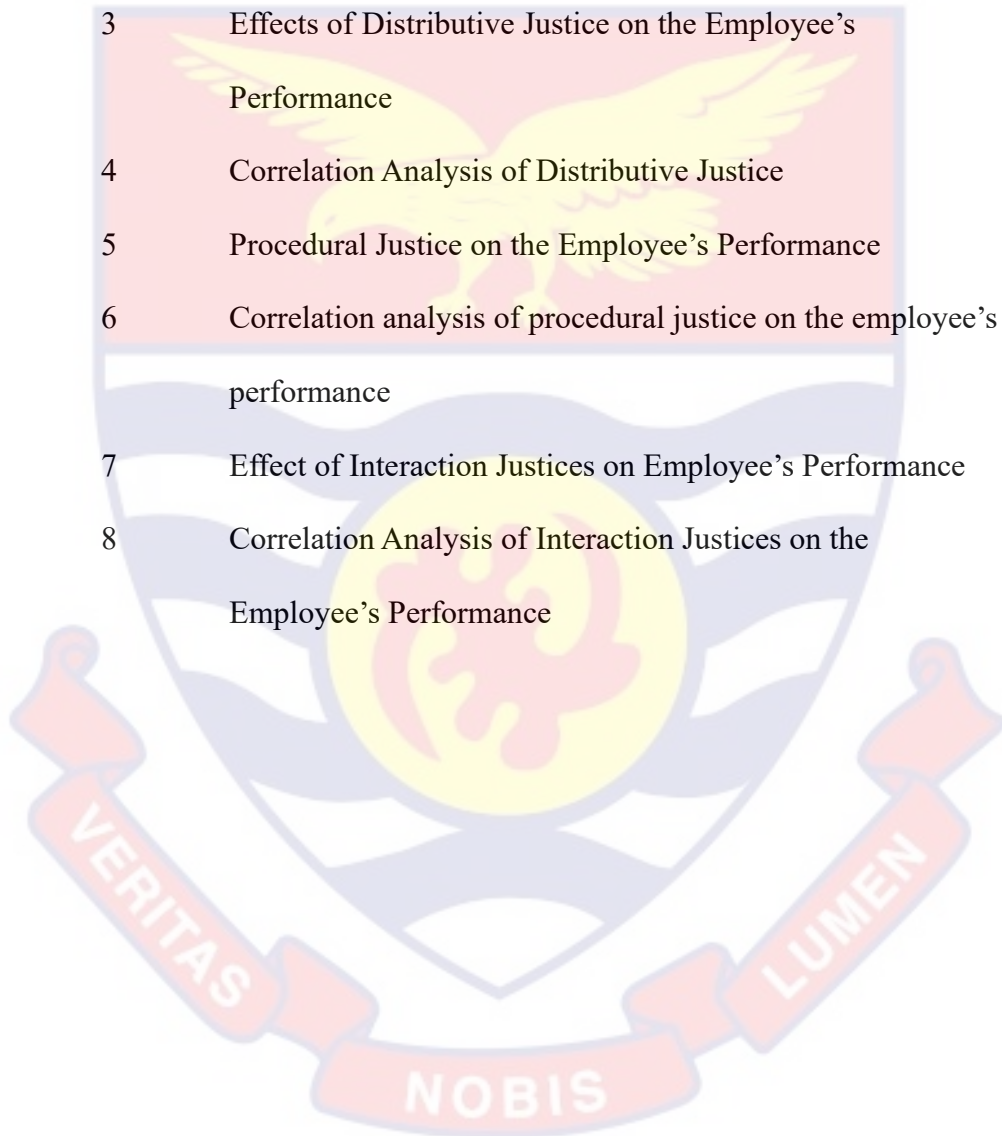
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CHAPTER ONE

INTRODUCTION

No organisation would be able to achieve its stipulated objectives without dedicated and committed employees, this is because employees are the key assets of the organisation. In support of this assertion, Junega (2015) notes that employees are the true assets of an organization since they are the ones who contribute effectively towards the successful functioning of the organization. Besides, they put in every effort to ensure that assigned targets are achieved, which dovetail with the development of that organisation.

Background to the Study

To ensure a healthy organisational environment, employees must be treated with respect and fairness which is organisational justice. According to Iqbal et al. (2017), "Organizational justice has been seen as an important variable that plays a major role in improving the performance of employees of an organization" (p.1). Again, they indicated that the existence of organizational justice is a critical issue for the success of an organization since it has a direct link with the performance of its employees. In effect, organizational justice means "how employees determine if they have been fairly treated in their jobs and how these determinants influence other job-related issues" (Moorman, 1991, p.845). Furthermore, Lepine et al. (2002) emphasised that if managers treat employees unfairly that would result in reduced output and that would be a natural response to the unfair treatment meted out to the employees. In that sense, organizational justice is viewed as treating employees with fairness and balance of judgement in whatever they do.

Ensuring that there is fairness in an organisation's scheme of things cannot be compromised on, in that, if any form of unfairness is perceived by employees that could have a negative effect on the development of the organisation. Greenberg (1987) introduced the concept of organizational justice with emphasis on how employees judge the actions and inactions of organizational leaders, and the way employees react to those acts of superiors. In explaining the concept, Greenberg indicated for example that, if a firm makes redundant half of its workers, an employee, even though not part of the redundant workers, may feel a sense of injustice with a resulting change in attitude and a drop in productivity. It would mean an injustice has been done if proper consultations were not done and if management did not communicate well with all employees before that decision was taken and implemented.

The core issue is that justice or fairness refers to the idea that "an action or decision is morally right, which may be defined according to ethics, religion, fairness, equity, or law. People are naturally attentive to the justice of events and situations in their everyday lives, across a variety of contexts" (Tabibnia, Satpute & Lieberman, 2008, p.340). Consequently, justice is noted to be an action or decision taken in an organisation which is understood to be morally appropriate relative to ethical conduct, in a religious context, fair to everyone and in conformity to existing rules and regulations in the organisation like what would prevail in a university setting.

Organisational justice, since its conception in the 1980s, has gained a lot of ground in organisational behaviour practices, as such, several research works have been conducted into its application and the effects it has on an organisation's success. From extant literature, organizational justice is seen as

a multidimensional concept that deals with everything in an organisation with special emphasis on financial remuneration to the treatment meted out to employees by their supervisors (Colquitt, 2021). Also, it is a judgment made by employees regarding the fairness of outcome distribution, processes in allocating outcomes and interpersonal relationships at the workplace (Greenberg, 1990). To this end, Baker, Hunt and Andrews (2006) as cited in Letsa, Frempong and Mensah (2021) echoed the point that ethics and organisational justice share common roots and patterns of development since employees' ethical behaviours are influenced by the perceived fairness of the organisation's policies, procedures and decision making. On his part, Johnson (2007) also cited in Letsa et al (2021) added that an employee's perception of the fairness of the organisation's policies would have impacts on his or her ethical decision-making and moral intent. Despite this link however, Letsa et al noted that other studies had mainly focused on the effect of organisational justice on other variables such as employee performance (Kalay, 2016; Iqbal, 2017), work attitudes, workplace, and personal outcomes (Choudhary, Deswal & Philip, 2013).

Some scholars postulate that organisational justice has three dimensions whilst others conceptualise it into four parts. For instance, Rupp (2011) held the view that organisational justice carries the idea of employee perceptions of fairness in the workplace and these perceptions can be classified into four categories: distributive, procedural, informational, and interactional. So, distributive justice according to Rupp reflects employee perceptions regarding the fairness of outcomes, whilst procedural justice reflects perceptions of processes that lead to these outcomes. A third type of justice,

from the perspective of Rupp is informational justice, which relates to the accounts provided for justice-related events.

Fourthly, the issue of interpersonal justice reflects perceptions of interpersonal interactions and treatment in an organisational setting. Similarly, Dunaetz (2020) indicated that there are four types of organisational justice, namely: distributive, procedural, interpersonal and informational. According to Dunaetz, distributive justice is how fair what an employee receives for work done. In other words, people generally prefer equity whilst others prefer equality or needs-based compensation. He explains that procedural justice deals with how fair the decision-making process is in the organization. From the decision-making process comes sources of low procedural justice, which could be in the form of favouritism, unwillingness to listen to other points of view and unwillingness to consider all the information available before a decision is made.

Colquitt et al., (2013) as well as Bhasin (2021), hold the view that organisational justice can be categorised into three parts, namely: distributive, procedural and interactional. The difference between those who indicate organisational justice has three types or four types is that Colquitt et al., (2013) and the others subdivide the interactional into interpersonal and informational. The main difference is broadening the scope of interactional justice to have the desired impact.

Contextually, the outcomes of distributive justice may either be tangible, such as pay, or intangible, such as positive feedback. Procedural justice on the other hand focuses on the fairness of the decision-making or process that leads to outcomes. In effect, employees' perception of procedural justice is

when they feel that they can have a say in the decision-making process within the organisation. Interactional justice takes place when employees feel that sufficient explanations have been given for the decisions employers have made and the employees have been treated with both respect and dignity (Colquitt et al., 2013).

Again, some studies have found that aspects of organisational justice have a positive impact on employee performance. For instance, Moazzezi1, Sattari and Bablan (2014) in research called *The Interchange of Justice and Employees' Performance*; studied the relationship between organizational policies and procedural justice where the impact of procedural justice on the employees' performance has been studied, the results showed that procedural justice is related to the duty function and context function. On their part, Azubuike and Madubochi (2021) postulated that when an employee feels that the procedures used in making decisions regarding the distribution of rewards, such as promotion are just and fair, it leads to increased positive personal outcomes, especially job satisfaction and commitment to an organization but if employees perceive that the decision-making process concerning salary and wage structure is unfair and discriminated will lead to psychological stress and real sickness leading to absenteeism and job accidents and can indirectly affect the goals and objectives of the organization negatively.

In a study, Biswas and Ramaswami (2013) indicated that so far as distributive justice has to do with the allocation of resources, any form of discrimination could impact negatively employees' organisational participants and would have a negative effect on outcomes. Similarly, Cropanzano and Greenberg (2007) if an employee perceives high fairness in the outcome of their

performance, they tend to contribute immensely to the organizational goals and objectives. It is obvious from these examples that aspects of organisational justice have an impact on how employees perform their tasks – it can be positive or negative.

From the foregoing, the importance of organizational justice in a university setting such as Akenten Appiah-Menka University of Skills Training and Entrepreneurial Development cannot be understated. The University (Akenten Appiah-Menka University of Skills Training and Entrepreneurial Development) as a corporate entity work with and through employees (in this context teaching and non-teaching staff). The non-teaching are in three strata, i.e.: junior and senior staff, and senior members. Together, the teaching and non-teaching staff work to achieve the mission and vision of the university. In the course of managing affairs of the institution, decisions are constantly made and the processes through which the decisions are fashioned out are important since that is where organisational justice is situated Colquitt et al., (2013) re-emphasise that organisational justice is an important construct in that it affects outcomes at the individual, team and organizational levels. Besides, research has shown that organizational justice is linked to positive organisational outcomes such as trust, job performance and satisfaction, organizational commitment, and organizational citizenship behaviours. (Colquitt et al., 2013).

It should be noted that organizational justice is not all about positive results but also the construct has to do with negative outcomes, such as counterproductive work behaviours, turnover and decreased motivation. However, if employees are generally satisfied that they have not been maltreated but rather have been treated with fairness, even to the extent of

receiving a pay cut, they would not repeat negative behaviour (Colquitt et al., 2013).

In effect, when employees are not treated fairly, then it means there is an organisational injustice. This assertion is attested to by scholars in organisational behaviour. To these scholars, organizational injustice implies that employees do not receive equitable outcomes for their input, that explanations of specific procedures are lacking or that they are treated with disrespect (Ambrose *et al.*, 2018; Barclay and Saldanha, 2016; De Clercq *et al.*, 2018). To this end, Jahanzeb, De Clercq and Fatima (2021) explain that such an unfavourable experience would negatively impact the work attitudes and behaviours of employees, and would in turn undermine their quality of life outside the work domain. Examples of the negative impact of organisational injustice are that “employees' perceptions of unfairness decrease their job satisfaction” (Loi *et al.*, 2009, p.770), spur deviant behaviours among employees (Khattak *et al.*, 2019), increase employees’ propensity to engage in time theft so that service delivery would suffer in the organisation (Liu & Berry, 2013) and compromising on the physical and psychological wellbeing of employees (Barclay & Saldanha, 2016).

The core issues regarding organisational justice have to do with how decisions affecting employee remuneration, progression, professional training, motivation and discipline are handled. In a university setting such as that of Akenten Appiah-Menka University of Skills Training and Entrepreneurial Development, these issues come into play almost daily because the HR Directorate handles complaints and queries on wrong placement on a grade,

delay in processing promotion documents in the case of Senior Members (teaching and non-teaching) and many other human resource issues.

Statement of the Problem

Akenten Appiah-Menka University of Skills Training and Entrepreneurial Development is a relatively new university in so far as a number of years of its existence is concerned. However, it is not entirely new since it was born out of the University of Education, Winneba. To date, no one has researched the organisational justice practices in the institution, therefore, this current study is being used to assess the phenomenon among its staff to know whether the concept as postulated has any effect on the performance of Akenten Appiah-Menka University of Skills Training and Entrepreneurial Development's employees, at least over the past two years of its creation. The purpose of doing this research becomes more expedient against the background that only a few scholars have studied the effect of organisational justice on employee performance in public institutions in Ghana. So far, the records show that only Abekah-Nkrumah and Atinga (2013) studied organisational justice and its effect on health workers' performance in Ghana. This study no doubt would add to the existing ones in Ghana and particularly, in a university.

The presumption, therefore, is that the principle of natural justice and organisational justice as central themes in human resource practice are upheld to the letter in Akenten Appiah-Menka University of Skills Training and Entrepreneurial Development, in that if employees do not perceive that they are treated fairly, that could affect their overall performance and the institution could suffer in a way. Given this, the three types of organisational justice, which are distributive, procedural and interactional will be examined relative to the

perceptions of employees in Akenten Appiah-Menka University of Skills Training and Entrepreneurial Development.

Purpose of the Study

The main purpose of this study is to assess the effects of organisational justice on employees of Akenten Appiah-Menka University of Skills Training and Entrepreneurial Development's behaviour (performance) in so far as distributive, procedural and interactional justice in the institution is concerned. Specifically, the study would focus on the extent of distributive, procedural and interactional justice impact on the performance of employees of Akenten Appiah-Menka University of Skills Training and Entrepreneurial Development.

Research Objectives

In view of this, these three specific objectives are explored:

1. Assess the effects of distributive justice on the performance of employees in Akenten Appiah-Menka University of Skills Training and Entrepreneurial Development.
2. Examine the effects of procedural justice on the performance of employees in Akenten Appiah-Menka University of Skills Training and Entrepreneurial Development.
3. Analyse the effects of interactional justice on the performance of employees in Akenten Appiah-Menka University of Skills Training and Entrepreneurial Development.

Research Questions

These are the research questions that are used to answer the specific objectives.

1. To what extent does distributive justice impact the performance of the employees of Akenten Appiah-Menka University of Skills Training and Entrepreneurial Development?
2. How does procedural justice impact the performance of employees of Akenten Appiah-Menka University of Skills Training and Entrepreneurial Development?
3. How does interactional justice impact the performance of employees of Akenten Appiah-Menka University of Skills Training and Entrepreneurial Development?

Hypothesis

The following null hypotheses are relevant to give impetus to the research questions to guide the study.

- i. HO₁: Procedural justice has no significant effect on employee performance.
- ii. HO₂: Distributive justice has no significant effect on employee performance.
- iii. HO₃: Interactional justice has no significant effect on employee performance.

Significance of the Study

The results of this study would be of immense benefit to the Akenten Appiah-Menka University of Skills Training and Entrepreneurial Development in the sense that this study would mirror some aspects of its human resource practices. An assessment of how organisational justice reflects on the performance of staff of Akenten Appiah-Menka University of Skills Training and Entrepreneurial Development is a function of human resource

practices to a large extent since, issues of remuneration, promotion, and disciplinary procedures are all major components of HR practices. The way and manner reward issues are handled, we reckon can positively or negatively affect employees' outcomes. In this sense, the results would be of vast benefit to the university.

The second batch of beneficiaries of this study are prospective researchers in organisational justice or injustice. This is so because this study would assembly some of the current literature on the subject, both theoretical and empirical which any researcher can be cited to buttress a point. Specifically, the findings can serve as an empirical source for researchers. In effect, it would add to the stock of literature on organisational justice.

Delimitation of the Study

The scope of this study is delimited to the effects of organisational justice on employee performance. In this instance, how the distributive, procedural and interactional justice impact the work output and conduct of employees of Akenten Appiah-Menka University of Skills Training and Entrepreneurial Development of both Kumasi and Asante Mampong campuses. In terms of geographical delimitation, the study was conducted at both campuses of the university. Both campuses of the university host nine faculties with a staff strength of 699. This is considered a reasonable number of respondents among whom a section can be used to do the assessment. In the university, employees are categorised into three, namely: Junior staff, senior staff and senior members. The Kumasi campus is situated just off Asuoyeboah and very close to Tanoso in the Kumasi Metropolis and the Asante Mampong

campus is opposite the Amaniampong Senior High School on the Mampong-Ejura trunk road in the Ashanti Region of Ghana.

Limitation of the Study

Ideally, this study should have been done in more than one University for comparison's sake but looking at the time frame for which this study is to be completed, it would be impossible if not difficult to accomplish. If the study was to be conducted on a wider scale the results would have been different and more instructive, this is considered as a limitation.

Another possible limitation would be in the form of scoring and interpretation errors. Even though, a standardised questionnaire is to be adopted for this study, scoring errors cannot be ruled out. Also, during the interpretation of results, there could be errors and these could serve as limitations to the study.

Organization of the Study

The study is organised into five chapters. The first chapter discusses the background to the study, which mainly deals with organisational justice and its impact on employee performance at Akenten Appiah-Menka University of Skills Training and Entrepreneurial Development, the statement of the problem, the purpose of the study, objectives, and hypotheses tested by the researcher, the significance of the study and organisation of the study. The literature relevant to the study is reviewed and presented in the second chapter. The review considers empirical studies, surveys and views of other scholars who have dealt extensively with organisational justice and its impact on employee performance in different organisations. Chapter three deals with the methodology, which comprises the research approach, research design, population, study area, sampling procedures, instrument used for the study and

data collection and analysis procedures. Chapter Four presents the findings and discussion of the data. The final chapter presents the summary, conclusions and recommendations.

Chapter Summary

This chapter introduces the importance of employees as essential assets in achieving organizational goals, focusing on *organizational justice*, which refers to employees' perceptions of fairness in decision-making and treatment within the organization. The background discusses the multidimensional nature of organizational justice, commonly classified into distributive, procedural, interactional, and informational justice. The problem statement highlights a gap in research regarding organizational justice at Akenten Appiah-Menka University of Skills Training and Entrepreneurial Development. With the university being newly established, this study seeks to investigate how employees perceive organizational justice and its effects on their performance. The purpose of the study is to assess the impact of distributive, procedural, and interactional justice on employee behaviour at Akenten Appiah-Menka University of Skills Training and Entrepreneurial Development. Specific research objectives have been outlined to examine how each type of justice influences employee performance.

CHAPTER TWO

LITERATURE REVIEW

Introduction

This chapter of the study is devoted to the review of related literature as it pertains to organisational justice and its effect on employee performance at the Akenten Appiah Menka University of Skills Training and Entrepreneurial Development (Akenten Appiah-Menka University of Skills Training and Entrepreneurial Development). Given the focus of the study, the literature reviewed would concentrate on the conceptual basis of organisational justice and how the concept affects employee performance generally. In addition to this, there would be a theoretical review of the literature to be complimented by empirical literature before a conclusion is drawn.

Theoretical Review

Organisational justice

Organizational justice (OJ) refers to how individuals perceive fairness within the workplace (Totawar & Nambudiri, 2014). It has gained significant attention in research due to its positive effects on both employees and the organization (Al-A'wasa, 2018). Employees are valuable assets for any organization, and maximizing their potential is a key goal (Imran et al., 2015). Additionally, employee perceptions of fairness within the organization can lead to positive outcomes for the company (Novitasari et al., 2020). Organizations also aim to develop their employees' skills to reduce turnover and enhance overall performance (Sokhanvar et al., 2016). Employees are more likely to reach their full potential when they feel secure in their jobs and perceive organizational justice, which leads to job satisfaction. Fairness in interactions,

procedures, and outcomes has a strong influence on employee behaviour and attitudes (Choi et al., 2014).

Organizational Justice (OJ) serves as the theoretical foundation, focusing on employees' perceptions of fairness in the workplace. Emerging in the late 1980s within human resource discussions, OJ was popularized by Greenberg (1987), who defined it as the way employees perceive their organization's behaviours, decisions, and actions, and how these perceptions influence their attitudes. Greenberg emphasized that OJ is primarily concerned with ensuring fairness in organizational decisions, particularly regarding how these decisions affect employees. OJ theory is commonly divided into three dimensions: Distributive Justice (DJ), Procedural Justice (PJ), and Interactional Justice (IJ), which align with the goals of this study.

DJ addresses the perceived fairness of outcome distributions within the organization; Forsyth (2006) notes that it refers to the fairness in distributing rewards and costs among group members. For instance, if some employees work more hours than others but receive equal compensation, they may perceive that distributive justice is lacking. Deutsch (1975) highlights that DJ is achieved when rewards are allocated based on the group's agreed norms.

PJ pertains to the fairness of the processes used to make organizational decisions; Schofield (2021) explains that it ensures decision-making processes are transparent and applied consistently. When employees perceive that procedures are fair and impartial, they are more likely to accept outcomes, even if the results are not personally favourable (Rusinowitz, 2022). Lastly, IJ focuses on the fairness of interpersonal interactions within the organization, emphasizing respectful treatment during decision-making processes. Schofield

(2002) notes that IJ enhances perceptions of fairness when employees receive clear explanations for decisions and are treated with dignity and respect (Colquitt et al., 2013). Organizational Justice Theory underscores the significance of fairness in outcomes, procedures, and interpersonal treatment, which shape employees' perceptions of justice and their commitment to the organization. This framework justifies the use of OJ as the foundational theory guiding this research.

Conceptual Review

Employee performance

Given that employee performance is a crucial variable in this investigation, it is judicious to include it in the literature review. It has been defined and explained from various yet comparable human resource perspectives. As an illustration, employee performance is defined by Daft (2001) as the capacity of an employee to utilize the resources of an organization proficiently and fruitfully, to achieve objectives that are either personal or organizational. Utilizing resources to accomplish the stated objectives of an organization is the central concept. An alternative interpretation defines employee performance as how a staff member carries out their responsibilities, accomplish necessary assignments, and conduct themselves within the work environment. Performance is evaluated based on the quantity, quality, and effectiveness of the work (perkbox.com). In a similar vein, employee performance can be described as the evaluation of an individual's ability to effectively carry out the organization's explicit and implicit standards, objectives, and priorities (quantumworkplace.com). The final product of these

definitions and explanations of employee performance is the successful completion of assigned work duties.

Dike et al (2021) provide explanations for the relationship between organizational justice and employee performance in their exposition. Employee performance is considered to be multifaceted, and there is a long-standing connection between performance and justice. Both ideas are intimately intertwined (Muhammed et al, 2017). In addition, a study conducted by Muhammed et al. in 2017, as referenced by Dike et al. in 2021, revealed that employee performance can be categorized into two basic types: in-role performance, which refers to task performance, and extra-role performance, which refers to contextual performance. Expanding on these distinctions, Koopmans et al. (2011) stressed that task performance refers to the fundamental job duties of an employee. It is alternatively referred to as "in-role prescribed behaviour" and is manifested through tangible work results and outputs, including their level of excellence and quantity. Contextual performance encompasses actions that extend beyond formal job tasks and is commonly referred to as "discretionary extra-role behaviour." In addition, Koopmans et al. (2011) observed that contextual performance is demonstrated through actions such as providing guidance to colleagues, enhancing social connections inside a company, and going above and beyond for the organization. Primarily, in-role or task performance refers to an employee's ability to effectively carry out the assigned tasks and responsibilities outlined in their job description. On the other hand, extra-role performance or contextual performance refers to the additional efforts made by an employee to complete tasks that are not directly related to their main job description, but rather enhance the quality of social interactions

between employees and management (Faruk, 2016). Employee performance can be defined as the level of quality and quantity of work contributed by employees to achieve organizational success. Orishede and Bello (2019) argued that evaluating performance should be based on employees' contributions to the organisation within a specific timeframe. Additionally, the model should be grounded in a competency framework that specifically targets the abilities required by employees in both the current and future contexts.

According to Dike et al (2021), while there is a lack of sufficient empirical study on the correlation between organisational justice and employee performance, it has nonetheless been demonstrated to a significant degree. Cohen-Charash and Spector (2001) argued that procedural justice is the primary factor influencing employee performance, while distributive and interactive justice has minimal influence on employee performance. Nevertheless, distributive, procedural, and interactional justices exert substantial and favourable effects on both self-rated performance and supervisor-rated performance (Faruk, 2016). Hence, organisational justice must be present in the organization's objectives to foster optimal employee performance. Furthermore, the work must align with the evaluation of the management of the organisation and the principles of organisational justice. This alignment will effectively diminish turnover, absenteeism, lack of commitment, low morale, and diminished job satisfaction (Syarifah, 2016).

Empirical Review

Organisational justice has a significant impact on employee performance. This is shown through various methods and research investigations. According to Cohen-Charash and Spector (2001), numerous

studies have shown that organisational justice has a significant effect on employees' behaviour. Specifically, distributive justice and procedural justice have distinct influences on employees' work-related attitudes and behavioural outcomes. Pakpahan et al., (2020) study examined the impact of organisational justice on employee performance and work engagement in Indonesia. The study included a sample of 50 respondents and found evidence of beneficial effects. The study revealed that the three organisational justices, namely Distributive Justice (X1), Procedural Justice (X2), and Interactional Justice (X3), have a substantial impact on Work Engagement (Z). Nevertheless, only Distributive Justice (X1) and Interactional Justice (X3) exert substantial influences on Employee Performance (Y), but Procedural Justice (X2) does not have a major impact on Employee Performance (Y). Pakpahan et al gave the managerial implication of their findings and they stated that implementing organizational justice would help boost employee engagement and performance as such the managerial team of an organisation should consider the implementation of sound organisational policies that are aimed to increase organizational performance.

An additional investigation carried out by Iqbal et al. (2017) utilized it to assess the influence of organizational justice on the performance of employees in Pakistani public sector organizations. The study's findings indicated that: Interactional justice, on the other hand, has a positive and significant effect on employee performance. Procedural justice does not have a positive and significant effect on employee performance. Organizational justice and distributive justice both have considerable influence on employee performance. The findings of the study suggested that organizational justice

encompasses multiple facets, with each exhibiting a distinct level of influence on employee performance. Furthermore, a significant positive correlation between distributive and interactional justice and employee performance was found in the majority of the studies that examined the subject. Furthermore, a negative correlation was identified with the performance of the employees. In a similar vein, improved outcomes are anticipated after the development of procedures through collaborative consultations among employees, as this fosters a sense of ownership. Unfortunately, within the majority of public sector organizations, employee input on procedures is typically limited, and alterations to these procedures can take years to materialize. As a result, they exert an adverse influence on the productivity of personnel (Iqbal et al, 2017).

According to Sapkota's (2021) research, "employee performance has a direct impact on organizational performance; therefore, employee performance is a fundamental concept in work and organizational psychology" (p.63). The precise objective of Sapkota's research was to ascertain the correlation between job performance and organizational justice in QAA colleges in Nepal. The study was founded upon the following objectives: to investigate the influence of interactional justice, procedural justice, and perceived distributive justice on the job performance of faculty members at a QAA-accredited college in Nepal. Furthermore, the study revealed that the job performance of faculty members in Nepalese QAA Colleges is significantly and positively correlated with their perceptions of distributive justice, procedural justice, and interactional justice.

In addition to Sapkota's research, which demonstrates a positive and substantial correlation between perceived distributive justice, procedural justice, interactional justice, and job performance of faculties in Nepalese QAA

Colleges, it also establishes a connection between these findings and other studies in the same field. Prakash (2010), as referenced in Sapkota (2021), found that regardless of the level of organisational justice, employees in the Nepalese banking sector have a favourable attitude towards job performance. It is crucial to assess the level of commitment that employees perceive towards the organisation since their perception of organisational justice (which includes three types of justice) might influence their willingness to work for the organisation in many ways. Correlation research reveals a strong and positive relationship between distributive justice and job performance ($r=0.800$, $p<0.01$). Procedural justice is likewise strongly and positively correlated with employment performance ($r=0.453$, $p<0.01$). Similarly, there is a strong and positive correlation between interactional fairness and job performance ($r=0.817$, $p<0.01$). Sapkota's study effectively corroborates prior researchers' findings regarding the impact of justice aspects on pay satisfaction. Previous studies have shown that distributive justice has a greater impact on pay satisfaction compared to procedural justice (McFarlin & Sweeney, 1992; Scarpello & Jones, 1996 quoted in Thomas & Nagalingappa, 2012). Folger & Konovsky (1989) concluded that procedural justice had a weaker influence in this regard. These changes may be attributed to variations in employee attitudes.

It is crucial to emphasize once more that the results presented in Sapkota's (2021) study are in contrast with those of Aryee, Budhwar, and Chen (2002), who failed to identify a statistically significant relationship between justice and job performance in India. However, additional studies have discovered positive correlations (Konovsky & Cropanzo, 1991). Additional research, such as that of Keller and Dansereau (1995), discovered a correlation

between procedural justice and job performance, as assessed through performance appraisal records, that was of moderate strength.

Furthermore, it is crucial to emphasize that while Sapkota's study is relatively recent, its findings contradict the managerial obligation to consistently and fairly apply rules, treat employees with respect and dignity, make impartial job decisions, gather accurate and comprehensive information before making decisions, and demonstrate consistency in addressing employees' personal needs (Nasuridin & Khuan, 2007). Upon the completion of these measures, it is anticipated that organizational justice will effectively influence employee performance, ultimately leading to a substantial enhancement of the organization.

The research conducted by Dike, Anetoh, Obiezekwem, and Eboh (2021) investigated the impact of organisational justice on the performance of employees in government-owned polytechnics in Anambra State, Nigeria. The study used a sample size of 366 participants. The study's findings indicate that procedural fairness has a notable impact on the performance of employees in government-owned polytechnics in Anambra State. Furthermore, it has been discovered that distributive justice exerts a substantial impact on the performance of employees. Furthermore, it has been found that interactional justice exerts a substantial impact on employee performance. Based on the results, Dike et al. suggested that the institutions' management should maintain their usual procedures and also develop an effective communication system with employees, particularly in the decision-making process and organisational relationships, by adhering to the principle of organisational justice. Furthermore, they proposed that organisational management should endeavour

to enhance employees' performance by prioritising the establishment of positive and dignified relationships, particularly in the context of leader-subordinate interactions. The findings and conclusions of this study align with those of Nasurdin and Khuan (2007), as both studies emphasise the importance of managers adhering to principles such as fair and consistent rule application, respectful treatment of employees, unbiased job decision-making, thorough information gathering before making job decisions, and consideration of employees' personal needs (p.14).

The study conducted by Yousaf, Tatlah, and Mahmood (2019) investigated the influence of organisational justice on the performance of university employees. The findings supported the conclusion that organisational justice exerts a substantial influence on the performance of university personnel. The authors suggest that university management should reassess their organisational justice policies, taking into account the current needs of their employees. Additionally, they recommend regularly sharing the results of employee performance evaluations to enhance employee motivation and dedication. In Kalay's (2016) research, the effects of three dimensions of organisational justice - distributive justice, procedural justice, and interactional justice - on employee task performance in Turkey were analysed. The study revealed that only distributive justice showed a positive correlation with employee performance. However, it was concluded that the other two factors, procedural justice and interactional justice, do not have a substantial influence on task performance.

Conceptual Framework

A conceptual framework, as defined by Swaen and George (2022), depicts the anticipated correlation among the variables under investigation. The conceptual framework serves the purpose of delineating the precise research objectives of this investigation. By virtue of this conceptual framework, the conclusion would be logical and consistent.

Distributive justice and employee performance

As shown in Figure 1, two factors are crucial to distributive justice: outcome fairness and the absence of preferential treatment in resource allocation. Having established that DJ (Departmental Appreciation) pertains to the assessment of the outcomes of decisions concerning compensation, recognition, awards, and performance evaluations, employees must perceive an equitable distribution of organizational resources (Srivastava, 2015). An employee's perception of distributive justice is formed through the process of comparing the outcomes of their work contributions to the outcomes achieved by other employees, which serves as a benchmark (Kalay, 2016). The matter of resource allocation that ensures fairness of outcome and does not exhibit favouritism has been adequately addressed in these explanations.

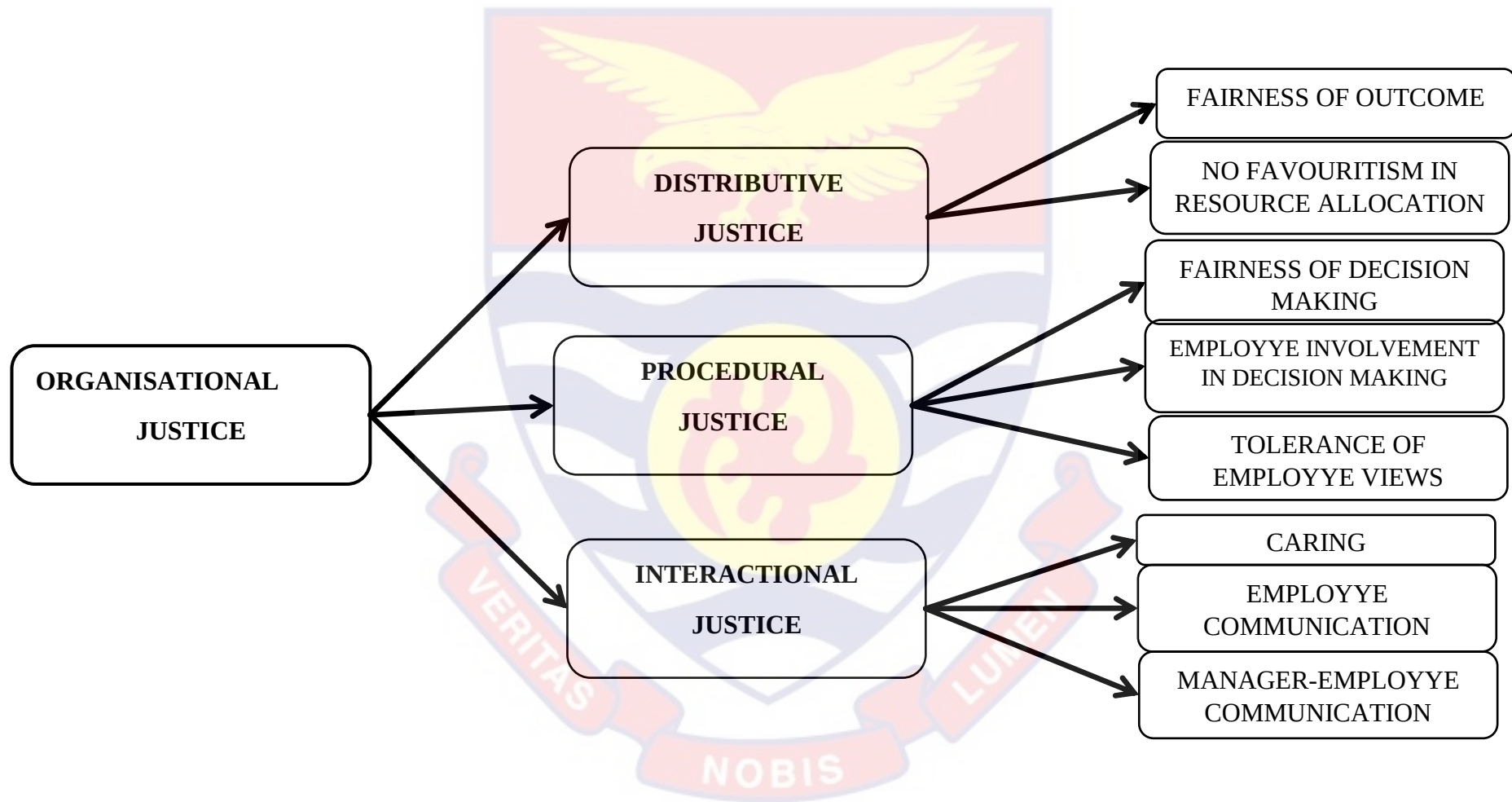


Figure 1: Measures of facets of Organisational Justice

Source: Gordon Abekah-Nkrumah and Roger Ayimbillah Atinga (2013).

The significance of the correlation between distributive justice and employee job performance must be underscored. In pursuit of this objective, Pakpahan, Eliyana, Hamidah, and Bayuwati (2020) present a comprehensive methodology for assessing the effect of distributive justice on employee productivity. They suggested that an employee's perception of fairness or unfairness in his treatment can be determined by examining the correlation between his contributions to the organization and the outcomes he receives. The employee accomplishes this by comparing his input to the output. This comparison can be made externally and internally to the organization. Employee anxiety will result from the disparity in the degree of equality between them after the comparison.

When an employee perceives that he is receiving inadequate compensation from the organization, he may attempt to establish equality by decreasing his input, which can result in decreased productivity and poor performance. As a result, when the evaluation of distributive justice reveals that injustice exists, it will have an emotional impact on employees (instigating anger, unhappiness, laziness, and discomfort at work), which will ultimately result in a decline in organizational performance.

Procedural justice and employee performance

Procedural justice, as has been stated numerous times in this work, is concerned with how decisions regarding employee income (wages or salaries) are rendered, as well as the overall fairness of the employment system. PJ, as Fields et al. (2000) put it, is implicitly associated with the integrity of the organizational decision-making process. Prompting the discourse, Milkovich and Newman (1999) asserted that procedural justice is crucial due to its

preoccupation with the processes entailed in establishing the compensation framework within an institution like the university. Therefore, the determination of the salary and wage structure is regarded as an internal organizational structure. This is because justice is implemented within organizational structures, and procedural justice encompasses how decisions regarding the design and management of structures are reached. Insofar as procedural justice and employee performance are concerned, justice has been served if these processes and procedures have been executed in a balanced and consistent fashion (Milkovich et al., 2014).

It follows that the perception of procedural justice significantly impacts employees' comprehension and acceptance of organizational outcomes. Hattabeh et al (2020). Conversely, acceptance of low wages and salaries would be more likely to occur if both employees and managers held the belief that the methodology employed in determining them was equitable. In addition, payment procedures may be deemed more equitable when the following conditions are met: (i) those outlined below; (ii) employees are actively engaged in the implementation of these procedures; (iii) they are granted the right to appeal the outcomes; and (iv) the data utilized in the process is accurate (Milkovich et al., 2014). The various scholars' hypotheses provide a clear explanation for how procedural justice is illustrated in Figure 1. Fairness in the decision-making process, employee participation in the decision-making process, and tolerance for employee opinions were depicted in this diagram as the three components of procedural justice. Employee participation in the decision-making process and the willingness to consider their perspectives are closely interconnected. There would be an element of injustice if they

participated, and their opinions were not accepted; this could have a negative impact on performance.

Interactional justice and employee performance

Employee care, or the welfare of employees, constitutes the central tenet of interactional justice (IJ). As illustrated in Figure 1, how superiors communicate and execute decisions, as well as how employees interact with one another. Through this line of reasoning, IJ also encompasses how individuals are treated during the decision-making process; the perceptions of individuals regarding fairness in treatment; and the treatment of employees with dignity, respect, and sensitivity by employers (Colquitt et al., 2013). Informational justice pertains to whether employers furnish employees with sufficient explanations, with an emphasis on timeliness, specificity, and truthfulness; interpersonal justice concerns itself with how organizations treat their personnel, placing particular emphasis on respect and courtesy; and the former can be subdivided into two categories: informational justice and interpersonal justice (Colquitt, 2011).

The effects that IJ has on employee performance are described in some depth. In support of this, Pakpahan et al. (2020) highlight the significance of IJ concerning pertinent information and respect (interpersonal justice) as it relates to employees' perceptions of fairness. Put simply, interactional justice pertains to the employees' perception of fairness concerning how information regarding organizational decisions is conveyed, as well as their conduct and attitudes while those decisions are implemented. Employees seek fairness in their interactions with their managers in this context. Furthermore, Cojuharenco and Patient (2013) state that employees prioritize work outcomes when they

perceive fairness in the workplace; when they perceive injustice, they tend to place greater emphasis on communication methods and reciprocity (p.374). Furthermore, employees will exhibit enhanced job performance when managing or manager's representatives engage in fair interactions with them. However, if either the manager or their representative miscommunicates, the outcome may be subpar job performance.

Chapter Summary

This chapter of the study was used to review and discuss literature that relates to organisational justice as a theoretical concept and conceptual framework and how it impacts employee workouts in different organisational settings. The literature review commenced with a theoretical review of organisational justice. In discussing this concept from a theoretical perspective, it was observed some scholars viewed the OJ in three ways and others theorised it in four categories. In this study, the three-form theory was stuck. These are Distributive, Procedural and Interactional Justices. Apart from the theoretical review, an empirical literature review was done using past studies on the concept and its effect on employee performance. In the concluding part, a conceptual framework of organisational justice was formulated and linked with employee performance in the distributive, procedural and interactional aspects of organisational justice.

CHAPTER THREE

RESEARCH METHODS

Introduction

The quality of any research work relies on the collection of relevant data and the methods and procedures used for data collection. This chapter presents the research design, research approach, population, sample and sampling techniques, and research instruments used in the study. Additionally, the data collection procedure and data analysis methods employed are outlined in this chapter.

Research Design

For this study, a descriptive research design was utilized. Descriptive research allows the researcher to answer questions related to the "what, where, when, and how" of the research topic. It enables the investigation of one or more variables using various research methods. Unlike experimental research, descriptive research does not involve controlling or manipulating variables but focuses on observation and measurement (McCombes, 2019). While the descriptive survey design has its advantages, such as its ability to explore private matters, it also has weaknesses. Some respondents may be unwilling to disclose certain information, and obtaining a significant number of completed and returned questionnaires for meaningful analysis can pose a challenge (Fraenkel & Wallen, 2006). To address these weaknesses, steps such as pilot-testing of questionnaires, ensuring respondent confidentiality and self-administration of questionnaires will be implemented.

Research Approach

The research utilized quantitative measures established by Moorman (1991) and confirmed by Tang and Sarsfield-Baldwin (1996). During the preliminary testing of the survey, the scales exhibited a Cronbach Alpha reliability score of .926. This suggests that the instruments maintained satisfactory internal consistency, validating their suitability for data collection in the study. Similar methodologies and scales have been applied in various countries including the US, UK, India, South Africa, and Ghana to explore perceptions of employee performance in an organization (Meyer & Allen (1996), Tziner et al. (2001), Thurston (2001), and Dartey-Baah (2014). Given the quantitative nature of these instruments, their adoption was deemed appropriate. A notable strength of this approach is its potential for generalizability within a specific context relevant to the study area.

Study Setting

The study was conducted at Akenten Appiah-Menka University of Skills Training and Entrepreneurial Development (AAMUSTED), which comprises the former Kumasi and Mampong Campuses of the University of Education, Winneba. Established in August 2020 by Act 1026, Akenten Appiah-Menka University of Skills Training and Entrepreneurial Development's main campus is located in Tanoso, Kumasi, on the Sofoline to Abuakwa road. The Mampong campus is situated in Ashanti Mampong, opposite Amaniampong SHS, on the Mampong to Ejura road, both located in the Ashanti Region of Ghana. The study focused on faculty members and administrative staff in the University.

Faculty members at the university have a range of responsibilities that contribute to the academic and professional development of students. They deliver lectures and training sessions, create curriculum and instructional materials, and evaluate students' performance through exams and assignments. Faculty members also provide guidance and mentorship to students, engaging in research and scholarly activities to stay current in their fields. On the other hand, the administrative staff play a crucial role in managing the operational aspects of the university. They handle administrative tasks such as admissions, registration, and scheduling, ensuring the smooth functioning of academic processes. Financial matters, including budgeting and financial reporting, are also under their purview. Administrative staff coordinate events, workshops, and conferences, fostering a vibrant and engaging learning environment. They maintain student records and manage databases, providing support for student services.

Population

The target population for this research was made up of all the regular staff of the Akenten Appiah Menka University of Skills Training and Entrepreneurial staff from the Kumasi and Mampong Campuses. The total population for the two campuses is 699. This figure does not include casual staff who number 201. Out of the 699 staff regular staff of Akenten Appiah-Menka University of Skills Training and Entrepreneurial Development, the Kumasi campus has a staff strength of 473 and Mampong is 226. Staff distribution of the two campuses is displayed in Table 1.

Table 1: Staff Distribution for AAMUSTED Kumasi and Mampong Campuses

Staff categorization	Kumasi campus	Mampong campus	Total
Senior Member	147	70	217
Senior Staff	132	62	194
Junior Staff	194	92	286
Total	473	226	699

Source: Field survey (2023).

Table 1 shows the staff categorization of Akenten Appiah-Menka University of Skills Training and Entrepreneurial Development from each of the two campuses. Like any other university in Ghana, the staff categorization is Senior Members (teaching and non-teaching), senior staff and junior staff. Together these staff ensure that the business of the university is carried through all the time. It is based on this that the sample was derived and used for data collection.

Sample Size and Determination

The determination of an appropriate sample size is important for ensuring the statistical power and reliability of the research findings. In this study, a stratified random sampling technique was employed to select a representative sample from various departments within Akenten Appiah-Menka University. The sample size (n=200) for this study was calculated using the following formula for determining sample size in a population:

$$n = \frac{N}{1 + \frac{N-1}{Total\ population}}$$

Where:

n represents the desired sample size, which has been set at 200 participants.

N denotes the total population size of employees engaged in Skills Training and Entrepreneurial Development at the university.

The sample size of 200 was determined based on statistical considerations to achieve a balance between feasibility and statistical power. According to Krejcie and Morgan (1970), a sample size of 200 is considered adequate for conducting a robust quantitative research study, particularly when utilizing inferential statistical methods such as correlation or t-tests. Moreover, simple random sampling ensures that each department within the university is adequately represented in the sample, thereby enhancing the generalizability of the findings across different organizational units (Bryman, 2016). By stratifying the population based on departments, the study aims to capture a diverse range of perspectives and experiences related to organizational justice and employee performance, thereby enriching the depth and breadth of the research outcomes.

Sampling Procedure

The key stratification variable identified for this study was job position. Based on this variable, three distinct strata were formed: teaching staff, administrative staff, and support staff. Therefore, the study employed a simple random sample procedure to select the respondents. This involved a process where the names of the staff members were written on individual pieces of paper and placed in a bowl. To ensure fairness and randomness, the lottery method was used. With the assistance of research assistants, the required number of staff

members was selected by picking a name from the bowl after each shake until the desired sample size was reached.

Research Instrument

The study utilized a questionnaire as the data collection tool, which was considered appropriate due to the literacy level of the respondents. The questionnaire consisted of four sections. The first section gathered biographical data such as gender, age, educational background, and work experience. Section two addressed distributive justice perceptions with five items, while section three focused on procedural justice perceptions with another five items. The fourth section explored interactional justice perceptions with nine items. The questionnaire employed a five-point Likert scale, ranging from "Strongly Agree" to "Strongly Disagree." The items in the questionnaire were adapted from Niehoff and Moorman's (1993) work on the Perception of Justice, as they aligned intending to measure staff members' perception of the organizational justice system and its impact on their job performance.

Although a structured questionnaire was used, it was administered in the form of an interview guide, allowing respondents to elaborate on how the principles of organizational justice influenced their job performance during the data collection process.

Pilot-testing of Instruments

The validity and reliability of the questionnaire items were assessed through pilot testing before they were used for data collection. Although these items had been used in previous studies since their development in 1993, it was important to test them on similar subjects to ensure the accuracy of the results. Therefore, the adopted instrument was tested on 48 staff members from the

Mampong Campus of Akenten Appiah-Menka University of Skills Training and Entrepreneurial Development, as mentioned earlier in this chapter.

To evaluate the internal consistency of the questionnaire used to measure work performance, Cronbach's Alpha coefficient was computed. The resulting coefficient was found to be .931, based on a set of 19 items. Cronbach's Alpha is a measure that assesses the degree of interrelatedness and consistency among the items within a scale, reflecting their measurement of the underlying construct. The high value of .931 obtained in this analysis indicates a remarkably strong level of internal consistency among the items (Christmann & Van Aelst, 2006). This suggests that the items comprising the work performance scale are strongly correlated and consistently measure the construct. Consequently, the main data administration was carried out based on the robust internal consistency of the scale, ensuring that the items collectively measure work performance reliably and consistently.

Data Collection Procedures

Data collection is a pivotal phase in the research process, providing the empirical foundation upon which the study's conclusions are based. In alignment with the sampling procedures previously outlined, this section delineates the data collection procedures tailored to capture insights into organizational justice and its impact on employee performance within Akenten Appiah-Menka University's Skills Training and Entrepreneurial Development programs.

Before initiating data collection, the research team secure all necessary approvals from institutional review boards or ethics committees to ensure compliance with ethical guidelines and regulations. Additionally, informed

consent forms were prepared to obtain participants' voluntary participation and acknowledgement of their rights within the study. Based on the study's objectives and variables, a structured questionnaire was designed incorporating Likert-scale items. The questionnaire was pre-tested among a small group of employees to assess its clarity, comprehensibility, and relevance, followed by necessary refinements to optimize its effectiveness.

Selected participants receive formal invitations detailing the study's purpose, procedures, confidentiality assurances, and expected time commitment. Upon obtaining informed consent, data collection sessions were scheduled with participants at convenient times and locations within the university premises. The researcher administered the structured questionnaires. Upon completion of data collection, all collected data will be securely stored in password-protected electronic databases or encrypted storage devices, accessible only to authorized research team members. Personal identifiers will be anonymized or pseudonymized to maintain participant confidentiality and comply with data protection regulations. To enhance data reliability and validity, the researcher conducted regular validation checks, data cleaning, and verification processes to identify and rectify any inconsistencies, outliers, or errors in the collected data. This iterative process ensures the integrity and credibility of the dataset, facilitating robust and reliable analyses.

Data Analysis Procedures

Before analysis, the dataset underwent rigorous cleaning to address missing values, outliers, and inconsistencies, ensuring data integrity and reliability. Relevant variables, including organizational justice dimensions (Distributive, Procedural, Interactional) and employee performance metrics,

were coded for analysis using Statistical Package for the Social Sciences (SPSS) syntax. Utilizing SPSS, descriptive statistics such as mean, standard deviation, and frequency distributions were computed to summarize the central tendencies and variability of the study variables. Pearson or Spearman correlation coefficients were computed to ascertain the strength and direction of the relationships between organizational justice dimensions and employee performance outcomes.

Ethical Considerations

Ethical considerations play a fundamental role in the research process, ensuring that the study adheres to principles of honesty, respect, and responsibility towards participants, stakeholders, and the academic community as a whole (Munhall, 1988). Participants were informed of their right to participate voluntarily, emphasizing that their involvement was not obligatory and they could withdraw at any time without facing consequences. Before data collection, participants were provided with informed consent forms that explained the study's objectives, methodologies, confidentiality assurances, and potential risks and benefits. Participants signed these forms to indicate their clear understanding and agreement. All collected data were carefully anonymized or pseudonymized to protect participants' identities and respect their right to privacy, particularly in situations involving sensitive or confidential information. Confidential data were stored securely in encrypted electronic databases or password-protected repositories, accessible only to authorized members of the research team, to prevent unauthorized access, disclosure, or breaches (Arifin, 2018).

The research design and implementation took into account cultural, social, and individual differences, ensuring inclusivity, respect, and fair treatment of participants from diverse backgrounds, perspectives, and experiences (Walker, 2007). Measures were put in place to minimize potential harm, distress, or discomfort to participants. This included offering debriefing sessions, referral services, or supportive resources if deemed necessary.

The research protocol underwent a rigorous ethical review and received necessary approvals from the UCC ethics committees, ensuring adherence to established ethical guidelines, regulations, and best practices governing research involving human subjects. The research followed relevant legal, institutional, and professional standards governing research ethics, data protection, informed consent, confidentiality, and participant well-being. This helped mitigate ethical risks and liabilities associated with the conduct and outcomes of the study.

Chapter Summary

This chapter outlines the methodology used in the study, focusing on the research design, approach, population, sample size, sampling techniques, and data collection procedures. The study employed a descriptive research design to explore key variables without manipulating them, ensuring observation-based findings. A quantitative approach was utilized, supported by the reliability of the instruments used, with a Cronbach Alpha reliability score of .926. The total staff population was 699, and a sample size of 200 was determined through stratified random sampling to ensure representativeness.

A questionnaire was the main research instrument, divided into four sections addressing biographical data, distributive justice, procedural justice,

and interactional justice, using a five-point Likert scale. Data collection involved securing ethical approvals, ensuring participant confidentiality, and pre-testing the questionnaire. The chapter also details the procedures for storing, cleaning, and validating the collected data to maintain accuracy and reliability.



CHAPTER FOUR

RESULTS AND DISCUSSION

Introduction

This chapter of the study discusses the findings that emerged from data collection. The study was used to assess the effects of organisational justice on employees of Akenten Appiah-Menka University of Skills Training and Entrepreneurial Development's behaviour (performance) in so far as distributive, procedural and interactional justice in the institution was concerned. Specifically, the searchlight was thrown on the extent distributive, procedural and interactional justice impacted the performance of employees of Akenten Appiah-Menka University of Skills Training and Entrepreneurial Development.

Data were collected and analysed based on three specific objectives, the research questions and the hypothesis that guided the study. Apart from the demographic characteristics of respondents, the presentation and discussion of results are done under three main sections to reflect the effects of distributive, procedural and interactional justice on employee performance. In the discussion of results, the response variables "Strongly Agree" and "Agree" become "Agree"; whilst "Strongly Disagree" and "Disagree" become "Disagree". But Undecided remains as such.

Demographic Characteristics of Respondents

Four demographical features of respondents, namely: sex, age, highest educational qualification and work experience were measured. These variables, according to the literature, help to a greater extent for staff to understand the impact of organisational justice as it pertains to their work environment. The

responses from respondents on these four demographics are presented in Table 2. The study included a total of 200 participants. Of these, 60% were male (n=120), while 40% were female (n=80). The age distribution of participants revealed that 10% fell within the 25-34 years range (n=20), 80% were in the 35-44 years range (n=160), and 10% were aged 45 or more years (n=20).

Table 2: Demographic Characteristics of Respondents

Variables	Frequency	Percentage
Sex		
Male	120	60
Female	80	40
Age Range		
25-34 years	20	10
35-44 years	160	80
45 or more years	20	10
Educational level		
First degree	100	50
Master Degree	80	40
Doctorate	20	10
Working Experience		
Less than 5 years	20	10
5-10 years	60	30
Above 10 years	120	60

Source: Field survey (2023).

Regarding educational background, 50% of participants held a first degree (n=100), 40% had a Master's degree (n=80), and 10% possessed a Doctorate (n=20). Analyzing working experience, 10% of participants had less than 5 years of experience (n=20), 30% had 5-10 years of experience (n=60), and 60% had more than 10 years of experience (n=120). These demographic and characteristic distributions provide a comprehensive overview of the composition of the study participants, which is pivotal for interpreting the subsequent analyses and drawing accurate conclusions.

Effects of Distributive Justice on the Employee's Performance

Specific objective 1 of the study sought to find out the extent distributive justice impacted the performance of Akenten Appiah-Menka University of Skills Training and Entrepreneurial Development's employees. Data collected and analysed are displayed in Table 3. From Table 3, the Likert scale responses from the questionnaire as analyzed, the following came out. Thus, it is seen that all agreed that their work schedule is fair, with a mean score of 1.8. This suggests that employees generally perceive their work schedules positively. The low standard deviation of 0.405 indicates a relatively high level of agreement among respondents regarding the fairness of the work schedule. Regarding workload fairness, opinions were more divided. While 50% of respondents agreed, 20% were undecided and 30% disagreed. The mean score was 2.5, indicating some level of disagreement among employees. The higher standard deviation of 0.934 suggests a greater variability in opinions regarding workload fairness.

Perceptions of pay fairness also showed mixed results. While 60% of respondents agreed that their level of pay is fair, 40% disagreed. The mean score

of 2.7 suggests a moderate level of agreement, but the standard deviation of 0.911 indicates some variability in employees' perceptions of pay fairness. The fairness of overall rewards received mixed opinions as well. Forty per cent of respondents strongly agreed that the rewards they receive are fair, while 50% disagreed. The mean score of 3.1 indicates some level of disagreement. The standard deviation of 0.955 suggests a moderate degree of variability in perceptions of reward fairness. When considering job responsibilities, 50% of respondents agreed, 20% were undecided, and 30% disagreed that their job responsibilities are fair. Thus, the mean score was 2.2, indicating a moderate level of agreement. The standard deviation of 0.883 suggests some variability in perceptions of job responsibility fairness. The interpretation of the standard deviations indicates the extent to which opinions vary among employees regarding different aspects of distributive justice. A lower standard deviation suggests greater consensus and agreement, while a higher standard deviation suggests more diverse perspectives and potential areas of disagreement. In this study, the standard deviations for workload, pay, rewards, and job responsibilities reflect varying levels of agreement among employees.

Table 3: Effects of Distributive Justice on the Employee's Performance

No.	Item	SA	A	U	D	SD	Total	Mean	Sd
DJ1	My work schedule is fair	8(20%)	32(80%)	0(0%)	0(0%)	0(0%)	200	1.8	0.405
DJ2	I consider my workload to be quite fair	4(10%)	20(50%)	8(20%)	8(20%)	0(0%)	200	2.5	0.934
DJ3	I think that my level of pay is fair	0(0%)	24(60%)	4(10%)	12(30%)	0(0%)	200	2.7	0.911
DJ4	Overall, the rewards I receive here are fair	16(40%)	0(0%)	4(10%)	20(50%)	0(0%)	200	3.1	0.955
DJ5	I feel that my job responsibility is fair	8(20%)	20(50%)	8(20%)	8(20%)	4(10%)	200	2.2	0.883

Source: Field survey (2023).

The study results indicate that, among the dimensions of organizational justice, distributive justice stands out as the sole significant factor influencing work performance. While this finding diverges from the conclusions drawn in the meta-analysis conducted by Cohen-Charash & Spector, (2001), it aligns with numerous earlier empirical studies. Notably, when considering employees' task performance, the findings of Wang et al., (2010) and Nasurdin & Lay Khuan, (2011) also support the outcomes of this study. Similarly, Kalay, (2016) and Suliman & Al Kathairi, (2012) concluded that the distributive justice aspect positively affects job performance.

The correlation analysis had been conducted to examine the relationships among different Distributive Justice (DJ1, DJ2, DJ3, DJ4, and DJ5). The results revealed various patterns of associations between the DJs. Table 4 is used to display the data as analysed. First, DJ1 showed a perfect positive correlation with itself, which is expected since it represents the same DJ. Second, DJ2 exhibited a weak negative correlation with DJ1, suggesting a slight inverse relationship between these two DJs. However, this correlation was not found to be statistically significant. On the other hand, DJ2 displayed a moderate positive correlation with DJ3, implying a reasonably strong association between them. This correlation was found to be statistically significant, indicating a meaningful relationship. Additionally, DJ2 demonstrated a weak positive correlation with DJ4, but this association did not reach statistical significance. Notably, DJ2 had a strong positive correlation with DJ5, suggesting a robust relationship between these two DJs. This correlation was statistically significant, indicating a meaningful connection.

Further on, Table 4 shows that DJ3 showed a weak negative correlation with DJ1, implying a slight inverse relationship. However, this correlation was not statistically significant. DJ3 exhibited a moderate positive correlation with DJ2, indicating a relatively strong association between them. This correlation was found to be statistically significant, highlighting the significance of their relationship. Furthermore, DJ3 displayed a strong positive correlation with itself, as expected since it represents the same DJ. DJ3 also demonstrated strong positive correlations with both DJ4 and DJ5, indicating substantial associations with them.

Table 4: Correlation Analysis of Distributive Justice

Item		DJ1	DJ2	DJ3	DJ4	DJ5
DJ1	Pearson Correlation	1	-0.167	-0.172	.327*	0.264
	Sig. (2-tailed)	0	0.304	0.288	0.039	0.1
DJ2	Pearson Correlation	-0.167	1	.459**	0.218	.421**
	Sig. (2-tailed)	0.304		0.003	0.176	0.007
DJ3	Pearson Correlation	-0.172	.459**	1	.601**	.485**
	Sig. (2-tailed)	0.288	0.003	LS	0	0.002
DJ4	Pearson Correlation	.327*	0.218	.601**	1	.711**
	Sig. (2-tailed)	0.039	0.176	0		0
DJ5	Pearson Correlation	0.264	.421**	.485**	.711**	1
	Sig. (2-tailed)	0.1	0.007	0.002	0	

Source: Field survey (2023)

These correlations were statistically significant, underscoring the meaningful relationships between DJ3, DJ4, and DJ5. Regarding DJ4, it displayed a moderate positive correlation with DJ1, suggesting a reasonably

strong relationship between them. This correlation was found to be statistically significant, emphasizing the significance of their association. DJ4 exhibited a weak positive correlation with DJ2, but this correlation was not statistically significant. However, DJ4 demonstrated strong positive correlations with both DJ3 and DJ5, indicating robust associations with these DJs. Notably, the correlation between DJ4 and itself was perfect, as expected.

Lastly, DJ5 showed a weak positive correlation with DJ1, suggesting a slight positive relationship. However, this correlation was not statistically significant. DJ5 displayed a strong positive correlation with DJ2, indicating a substantial association between them. This correlation was found to be statistically significant, indicating the importance of their relationship. Furthermore, DJ5 demonstrated strong positive correlations with DJ3, highlighting a meaningful connection between them. These associations were found to be statistically significant. The correlation analysis revealed diverse patterns of relationships among the DJs. The results demonstrated both significant and non-significant associations, highlighting the varying degrees of interplay between the DJs. These findings contribute to a better understanding of the relationships within the DJ dataset and provide insights for further analysis and interpretation.

These findings are affirmed by earlier expositions by Srivastava (2015) and Kalay (2016). Both assert that employees obtain a sense of distributive justice when they compare the organisational results to what they individually get from their work output. Again, it was found that procedural justice has a positive impact on employee performance and this is in tandem with the findings of Cohen-Charash and Spector (2001). In this research, it was

indicated that distributive justice and interactional justice have significant effects on employee performance.

Effects of Procedural Justice on the Employee's Performance

This section of the results corresponds to specific objective two, which sought to examine the effects of procedural justice on the performance of employees of Akenten Appiah-Menka University of Skills Training and Entrepreneurial Development. Data analysed are presented in Table 5. According to Table 5, the research findings on the impact of procedural justice on the performance of employees at Akenten Appiah-Menka University of Skills Training and Entrepreneurial Development provide valuable insights into the perceived levels of procedural justice and its influence on employee performance. The analysis revealed variations in employees' perceptions across different dimensions of procedural justice, as indicated by the mean scores and standard deviations.

Regarding employee concerns and opinions, the mean score was 2.9, with a standard deviation of 0.955. This suggests that while 50% of employees agreed that their manager ensures all employee concerns are heard before job decisions are made, there was a notable level of variability in responses. In terms of information collection for decision-making, the mean score was 2.6, with a standard deviation of 0.928. The majority of employees (70%) agreed that their manager collects accurate and complete information, although there was some variability in responses. When it comes to clarification and additional information, the mean score was 2.8, with a standard deviation of 1.091. This indicates that employee perceptions regarding their manager's provision of necessary clarifications and additional information were somewhat mixed, with

varying degrees of agreement or disagreement. The dimension of consistency in job decisions had a mean score of 3.1, with a standard deviation of 1.15.

While 30% of employees agreed that all job decisions are consistently applied, there was a notable variability in responses, suggesting differing perceptions among employees. Regarding employee empowerment and appeal, the mean score was 3.7, with a standard deviation of 0.791. The majority of employees (60%) disagreed that they are allowed to change or appeal job decisions made by the manager. However, there was some variability in responses, indicating differing opinions among employees. These findings highlight the need for improvements in various aspects of procedural justice within the organization. Addressing concerns related to employee concerns and opinions, information collection, clarification, consistency, and employee empowerment can contribute to fostering a fair and transparent work environment.

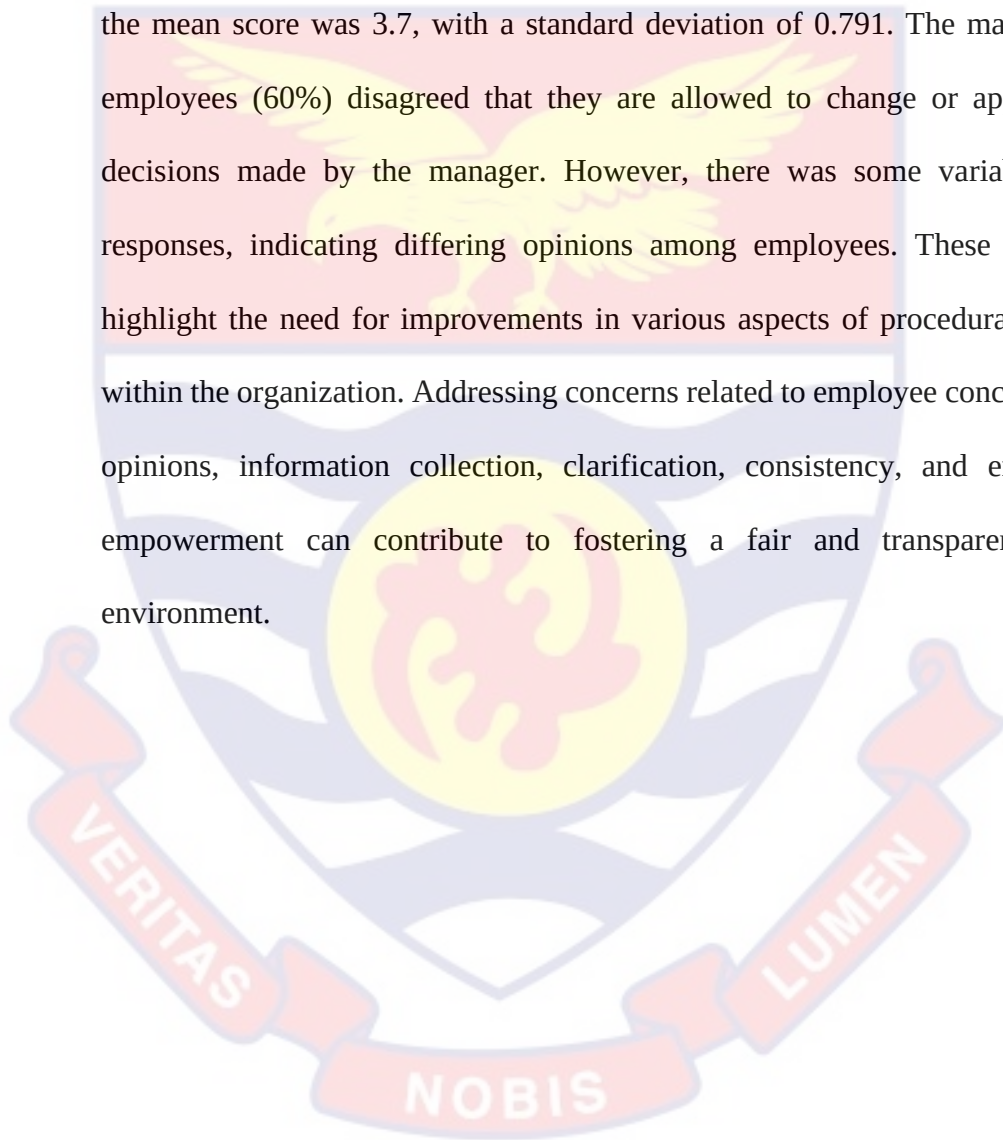


Table 5: Procedural Justice on the Employee's Performance

No.	Item	SA	A	U	D	SD	Total	Mean	sd
PJ1	My manager makes sure that all employee concerns are heard before job decisions are made	0(0%)	20(50%)	4(10%)	16(40%)	0(0%)	200	2.9	0.955
PJ2	To make job decisions, my manager collects accurate and complete information	0(0%)	28(70%)	0(0%)	12(30%)	0(0%)	200	2.6	0.928
PJ3	My manager clarifies decisions and provides additional information when requested by employee	4(10%)	16(40%)	4(10%)	16(40%)	0(0%)	200	2.8	1.091
PJ4	All job decisions are applied consistently across all affected employees	4(10%)	8(20%)	12(30%)	12(30%)	4(10%)	200	3.1	1.15
PJ5	Employees are allowed to change or appeal job decisions made by the manager	0(0%)	4(10%)	8(20%)	24(60%)	4(10%)	200	3.7	0.791

Source: Field survey (2023)

The study reveals that procedural justice does not exert a significant impact on employees' performance. This result corresponds precisely with the findings of Wang et al. (2010) but contradicts the conclusions of Cohen-Charash and Spector (2001) in their meta-analysis and certain other empirical research studies (e.g., Nasuridin and Khuan, 2011; Suliman and Kathari, 2013). For instance, Cohen-Charash and Spector (2001) identified procedural justice as the most crucial determinant of employee performance among the three aspects of organizational justice. Wang et al. (2010), however, suggested that Western societies place greater emphasis on rules and procedures within organizations, being more attuned to procedural justice, while Western societies like Ghana focus more on the material results derived from labour, knowledge, skills, and education, making them more sensitive to distributive justice.

Adding impetus to the effects of procedural justice on employee performance, a correlation analysis was done on this issue too. This analysis is depicted in Table 6. The findings in this table have to do with the correlation analysis that was conducted to investigate the relationship between procedural justice (PJ) and employee performance. An examination of procedural justice (PJ2) against employee performance variables unveiled substantial positive correlations. Specifically, PJ2 exhibited a strong positive correlation with PJ1 ($r = 0.763$) and PJ3 ($r = 0.729$), both of which attained statistical significance at $p < 0.001$. Additionally, moderate positive correlations were observed with PJ4 ($r = 0.711$, $p < 0.001$) and PJ5 ($r = 0.251$, $p = 0.118$).

The analysis of procedural justice (PJ3) against employee performance metrics yielded noteworthy results. PJ3 demonstrated a highly significant positive correlation with PJ1 ($r = 0.964$) and PJ2 ($r = 0.729$), with both

correlations achieving a p-value of less than 0.001. Moreover, a positive correlation emerged with PJ4 ($r = 0.425$, $p = 0.006$) and PJ5 ($r = 0.642$, $p < 0.001$). Exploring the relationship between procedural justice (PJ4) and employee performance measures elucidated several significant correlations. PJ4 exhibited a positive correlation with PJ1 ($r = 0.476$) and PJ2 ($r = 0.711$), both of which were statistically significant at $p < 0.01$. Furthermore, a moderate positive correlation was evident with PJ3 ($r = 0.425$, $p = 0.006$), while a relatively weaker positive correlation emerged with PJ5 ($r = 0.147$, $p = 0.367$).

The analysis of procedural justice (PJ5) in relation to employee performance variables revealed consistent correlations. PJ5 displayed a positive correlation with PJ1 ($r = 0.638$), PJ3 ($r = 0.642$), and PJ4 ($r = 0.147$), all of which achieved statistical significance at $p < 0.001$. A relatively weaker positive correlation was observed with PJ2 ($r = 0.251$, $p = 0.118$). The correlation analysis underscores a consistent pattern of positive relationships between procedural justice and employee performance across various dimensions (PJ1, PJ2, PJ3, PJ4, and PJ5). These findings contribute to an enhanced understanding of the influential role of procedural justice in shaping positive outcomes within organizational contexts. The statistically significant correlations emphasize the potential of procedural justice to foster improved employee performance.

It is evident from extant literature that procedural justice measures would have a positive impact on employee performance if they considered the decision procedures as fair and if it is presumed to be unfair, the outcome would be negative. The findings in this section of the study affirm what Cohen-Charash and Spector (2001) found in their study. They stated that a major determinant of employee performance is procedural justice. Also, as the findings have

indicated, some of the procedural justice did not correlate positively with employee work experience. This again, is confirmed by what Iqbal et al (2017) found in a study in Pakistan, which indicated that PJ did not have a positive and significant impact on employee performance. That is the reality.

Table 6: Correlation analysis of procedural justice on the employee's performance

Item		PJ1	PJ2	PJ3	PJ4	PJ5
PJ1	Pearson Correlation	1	.763**	.964**	.476**	.638**
	Sig. (2-tailed)		0	0	0.002	0
PJ2	Pearson Correlation	.763**	1	.729**	.711**	0.251
	Sig. (2-tailed)	0		0	0	0.118
PJ3	Pearson Correlation	.964**	.729**	1	.425**	.642**
	Sig. (2-tailed)	0	0		0.006	0
PJ4	Pearson Correlation	.476**	.711**	.425**	1	0.147
	Sig. (2-tailed)	0.002	0	0.006		0.367
PJ5	Pearson Correlation	.638**	0.251	.642**	0.147	1
	Sig. (2-tailed)	0	0.118	0	0.367	

Source: Field survey (2023)

Effect of Interaction Justices on Employee's Performance

The third specific objective of this study sought to analyse the effects of interactional justices on the performance of employees of Akenten Appiah-

Menka University of Skills Training and Entrepreneurial Development – Asante Mampong Campus. Results that emerged from data analysis are first presented in Table 7. This aspect deals with the impact interactional justice has on employee performance. From the table, it was revealed that variations in employees' perceptions across different dimensions. The mean scores, standard deviations, and percentages provide valuable insights for comparison and understanding of the results.

Firstly, respondents reported that their managers treat them with kindness and consideration, with a mean score of 2.2 and a standard deviation of 0.758. This was supported by 70% of employees agreeing that their managers demonstrate kindness and consideration. They also indicated that their managers show respect and dignity, with a mean score of 2.4 and a standard deviation of 0.928. A majority of employees (80%) agreed with this perception.

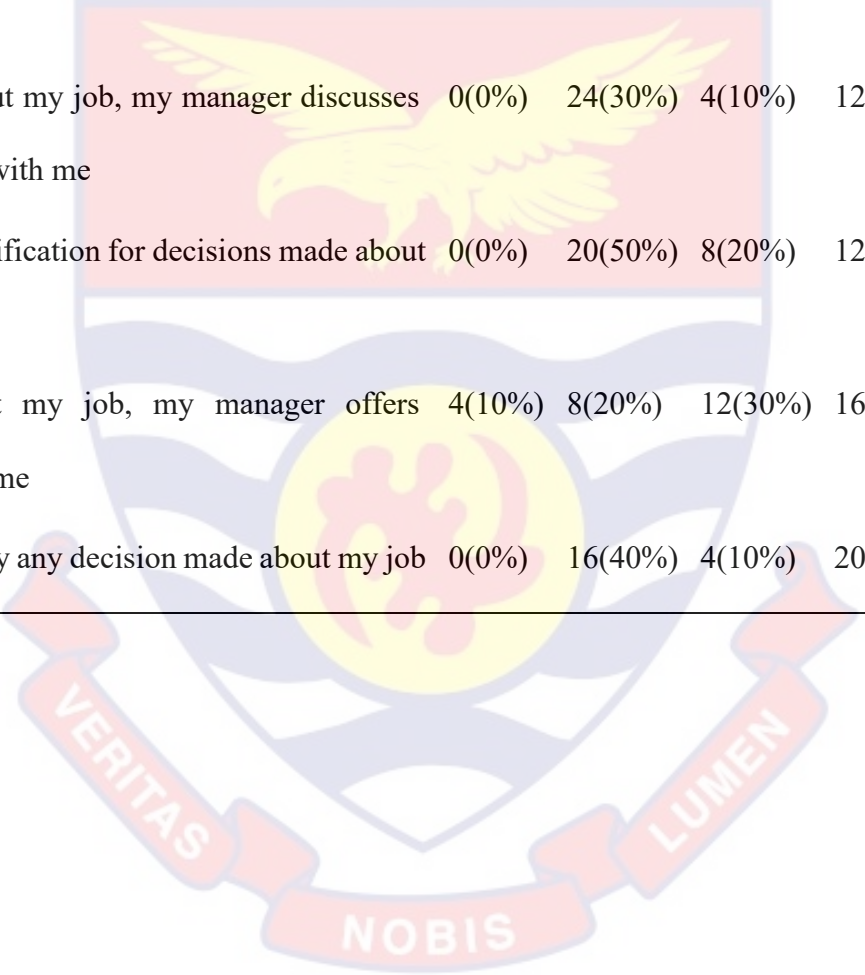
Regarding sensitivity to personal needs, employees' opinions were varied, as this was reflected by a mean score of 3.1 and a standard deviation of 1.392. 30% of employees agreed that their managers are sensitive to their personal needs. In terms of truthfulness in dealing, the mean score was 2.7, with a standard deviation of 1.114. 70% of employees agreed that their managers deal with them truthfully when making job-related decisions. Employees expressed varying opinions about their managers' concern for their rights as employees, as indicated by a mean score of 2.7 and a standard deviation of 0.911. 30% of employees agreed that their managers show concern for their rights. The dimensions of discussing decision implications, offering adequate justification, explanations that make sense, and clear explanations also had different levels of agreement among employees, as reflected by the mean scores,

standard deviations, and percentages. All these simply show that there was some degree of effect of interactional justice on employee performance and this is positive. These findings are largely confirmed by earlier studies conducted on the issues under investigation.



Table 7: Effect of Interaction Justices on Employee's Performance

No	Item	SA	A	U	D	SD	Total	Mean	Sd
IJ1	When decisions are made about my job, my manager treats me with kindness and consideration	4(10%)	28(70%)	4(10%)	4(10%)	0(0%)	200	2.2	0.758
IJ2	When decisions are made about my job, my manager treats me with respect and dignity	0(0%)	32(80%)	4(10%)	0(0%)	4(10%)	200	2.4	0.928
IJ3	When decisions are made about my job, my manager is sensitive to my personal needs	8(20%)	4(10%)	12(30%)	8(20%)	8(20%)	200	3.1	1.392
IJ4	When decisions are made about my job, my manager deals with me in a truthful manner	0(0%)	28(70%)	0(0%)	8(20%)	4(10%)	200	2.7	1.114
IJ5	When decisions are made about my job, my manager shows concern for my rights as an employee	0(0%)	24(30%)	4(10%)	12(30- %)	0(0%)	200	2.7	0.911



IJ6	Concerning decisions made about my job, my manager discusses the implications of the decision with me	0(0%)	24(30%)	4(10%)	12(30%)	0(0%)	200	2.7	0.911
IJ7	My manager offers adequate justification for decisions made about my job	0(0%)	20(50%)	8(20%)	12(30%)	0(0%)	200	2.8	0.883
IJ8	When making decisions about my job, my manager offers explanations that make sense to me	4(10%)	8(20%)	12(30%)	16(40%)	0(0%)	200	3	1.013
IJ9	My manager explains very clearly any decision made about my job	0(0%)	16(40%)	4(10%)	20(50%)	0(0%)	200	3.1	0.955

Source: Field survey (2023)

Furthermore, the study findings indicate that interactional justice does not significantly impact employee task performance. This outcome aligns with the conclusions drawn in Cohen-Charash and Spector's (2001) meta-analysis and Mohyeldin Tahir Suliman, (2007). However, it diverges from the results obtained in studies by Khan et al., 2015, Kumar et al., (2009), Lam et al., (2002), Nasurdin & Lay Khuan, (2011), Wang et al. (2010) and Suliman and Kathairi (2013). For instance, Wang et al. (2010) asserted that, among the three aspects of organizational justice, interactional justice holds the utmost importance as a determinant of employee performance.

In addition to the presentation and discussion that had been done in Table 8, a correlation analysis on interactional justices on employee performance as analysed are depicted in Table 6. Several noteworthy correlations were identified among the interaction between justices and employee performance variables. Notable among these are: IJ1 and IJ2 ($r = 0.904$, $p < 0.001$): A significant and strong positive correlation emerged between IJ1 and IJ2, suggesting a potential synergy between these interaction justice dimensions. For instance, from Table 8, one can see IJ3 and IJ4 ($r = 0.813$, $p < 0.001$): whereby IJ3 exhibited a robust positive correlation with IJ4, indicating a potential interplay between these dimensions in influencing employee performance. Similarly, IJ5 and IJ6 ($r = 0.590$, $p = 0.002$): IJ5 displayed a significant positive correlation with IJ6, highlighting a potential connection between these dimensions and their impact on employee performance.

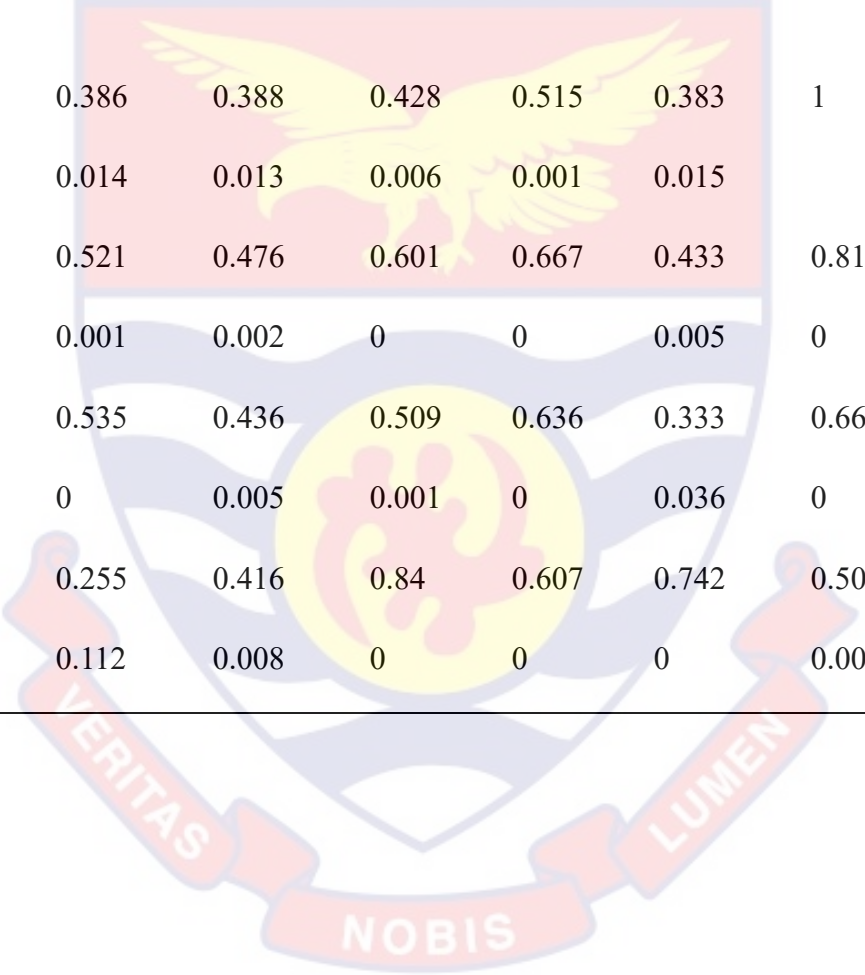
Moreover, IJ7 and IJ8 ($r = 0.667$, $p = 0.001$): IJ7 and IJ8 demonstrated a substantial positive correlation, underscoring their potential collective

influence on employee performance outcomes. Whilst, IJ9 and IJ10 ($r = 0.742$, $p = 0.015$): IJ9 exhibited a significant positive correlation with IJ10, suggesting an interconnectedness that may impact employee performance.



Table 8: Correlation Analysis of Interaction Justices on the Employee's Performance

Item		IJ1	IJ2	IJ3	IJ4	IJ5	IJ6	IJ7	IJ8	IJ9
IJ1	Pearson Correlation	1	0.904	0.175	0.802	-0.356	0.386	0.521	0.535	0.255
IJ2	Sig. (2-tailed)		0	0.28	0	0.024	0.014	0.001	0	0.112
IJ3	Pearson Correlation	0.904	1	0.444	0.813	-0.218	0.388	0.476	0.436	0.416
IJ4	Sig. (2-tailed)	0		0.004	0	0.176	0.013	0.002	0.005	0.008
IJ5	Pearson Correlation	0.175	0.444	1	0.483	0.59	0.428	0.601	0.509	0.84
IJ6	Sig. (2-tailed)	0.28	0.004		0.002	0	0.006	0	0.001	0
IJ7	Pearson Correlation	0.802	0.813	0.483	1	0.111	0.515	0.667	0.636	0.607
IJ8	Sig. (2-tailed)	0	0	0.002		0.495	0.001	0	0	0
IJ9	Pearson Correlation	-0.356	-0.218	0.59	0.111	1	0.383	0.433	0.333	0.742
IJ10	Sig. (2-tailed)	0.024	0.176	0	0.495		0.015	0.005	0.036	0



IJ11	Pearson Correlation	0.386	0.388	0.428	0.515	0.383	1	0.816	0.667	0.506
IJ12	Sig. (2-tailed)	0.014	0.013	0.006	0.001	0.015		0	0	0.001
IJ13	Pearson Correlation	0.521	0.476	0.601	0.667	0.433	0.816	1	0.803	0.632
IJ14	Sig. (2-tailed)	0.001	0.002	0	0	0.005	0		0	0
IJ15	Pearson Correlation	0.535	0.436	0.509	0.636	0.333	0.667	0.803	1	0.636
IJ16	Sig. (2-tailed)	0	0.005	0.001	0	0.036	0	0		0
IJ17	Pearson Correlation	0.255	0.416	0.84	0.607	0.742	0.506	0.632	0.636	1
IJ18	Sig. (2-tailed)	0.112	0.008	0	0	0	0.001	0	0	

Source: Field survey (2023)

Again, from Table 8, it can be observed that IJ11 and IJ12 ($r = 0.816$, $p = 0.001$): denoted a strong and significant positive correlation between IJ11 and IJ12, highlighting the potential significance of these dimensions in tandem. Consequently, IJ13 and IJ14 ($r = 0.803$, $p = 0.005$): IJ13 displayed a robust positive correlation with IJ14, further substantiating the potential link between these interaction justice dimensions. IJ15 and IJ16 ($r = 0.636$, $p = 0.036$): IJ15 exhibited a significant positive correlation with IJ16, signifying a potential association between these dimensions and their combined impact on employee performance. Collectively, the correlation analysis underscores the presence of significant relationships between various interaction justice dimensions and employee performance. These findings unveil a tapestry of potential influences that interaction justices may exert on the overall performance of employees within an organizational context.

The pronounced positive correlations observed suggest that specific facets of interaction justices may indeed play a role in fostering a conducive work environment that positively impacts employee performance. These findings align with the theoretical underpinnings of organizational justice, positing that fair and respectful interactions within the workplace contribute to enhanced employee outcomes. Once again, the findings in this aspect of the study had gone to confirm what had been found elsewhere in another institution as captured by Sakpkota's (2021) study of Nepalese QAA Colleges. A positive significant relationship was found between perceived distributive, procedural and interactional justice and job performance.

Primarily, administrators and decision-makers must recognize that employees' perception of distributive justice significantly influences their

performance within organizations. The equitable distribution of organizational outcomes among employees holds paramount importance for organizational success. Hao et al., (2016) and Kalay, (2016) have affirmed that when employees perceive fair treatment, their sense of justice increases, fostering confidence and ultimately enhancing performance. Leventhal, (1980) identified six fundamental rules within organizations directly impacting employees' perception of justice (p. 42-48): the consistency rule, bias-suppression rule, accuracy rule, correctability rule, representativeness rule, and ethicality rule. Leventhal's rules address the internal consistency of decisions, avoidance of bias in distribution, accuracy of information used, establishment of mechanisms for objections and corrections, employee participation in decision-making through representatives, and alignment of decisions with employees' ethical values. Similarly, Haynie et al., (2016) advocate for managing distributive justice in organizations based on principles of equity, equality, and need. Equity enables employees to use organizational outcomes in proportion to their contributions, equality ensures equal utilization for employees in the same position and needs and considers employees' requirements during the distribution of organizational outcomes.

The findings of this study show that among the three aspects of organizational justice, the most important determinant of employee performance is distributive justice, while procedural and interactional justice has no significant impact on employee performance. In this context, the finding regarding the positive impact of distributive justice on employee performance presents significant implications for managers, policymakers and decision-makers.

Chapter Summary

The study examined the demographic characteristics of 200 respondents based on sex, age, education, and work experience. Males comprised 60% and females 40%. Most participants were aged 35-44 years (80%), while 50% had a first degree, 40% a Master's, and 10% a Doctorate. Regarding work experience, 60% had over 10 years. The study also explored how distributive justice (DJ) affects employee performance. It revealed that employees generally perceived work schedules as fair, but had mixed feelings about workload, pay, rewards, and job responsibilities. Correlation analysis showed significant relationships between different dimensions of DJ. Similarly, the study on procedural justice highlighted variability in employee perceptions. Regarding interactional justice, employees perceived their managers as respectful, but opinions differed on sensitivity to personal needs and truthfulness. The findings indicate that while distributive justice significantly influences work performance, procedural and interactional justice dimensions do not, suggesting that other factors may play a more substantial role in determining employee performance.

CHAPTER FIVE

SUMMARY, RECOMMENDATIONS AND CONCLUSIONS

Introduction

The study aimed to examine the effect of organizational justice perception on employee performance in Akenten Appiah Menka University of Skills Training and Entrepreneurial Development. The study involved 200 participants from different departments and levels within the organization. The research approach was influenced by pragmatism, and a quantitative approach was used to not only predict the effects but also gain a comprehensive understanding of the findings. The data collected from the diverse group of participants were analyzed extensively, using descriptive statistics and inferential statistics such as mean, standard deviations, and standard correlation. This chapter reveals the main findings from the study, highlighting the relationship between organizational justice and employee performance at Akenten Appiah-Menka University of Skills Training and Entrepreneurial Development.

Summary of Key Findings

The study examined the effect of organizational justice perception on employee performance at Akenten Appiah Menka University of Skills Training and Entrepreneurial Development (AMMUSTED) with 200 participants from various departments.

Findings revealed mixed perceptions regarding distributive justice, where employees generally agreed on the fairness of work schedules, but opinions varied on workload, pay, overall rewards, and job responsibilities.

Correlation analysis indicated that the different dimensions of distributive justice are interconnected, influencing overall perceptions of fairness. In terms of procedural justice, participants showed moderate agreement on the significance of employee concerns and opinions, but views on information collection and consistency varied widely.

Regarding interactional justice, employees perceived their managers as respectful, but opinions differed on sensitivity to personal needs and truthfulness. Similar to procedural justice, interactional justice did not have a significant effect on employee performance, although strong relationships among its dimensions were noted.

Overall, the findings indicate that while distributive justice significantly influences work performance, procedural and interactional justice dimensions do not, suggesting that other factors may play a more substantial role in determining employee performance.

Conclusion

This study shows that how employees perceive fairness in their organization affects their performance at Akenten Appiah-Menka University of Skills Training and Entrepreneurial Development. The results indicate that distributive justice, which relates to fairness in outcomes, has a significant impact on work performance. However, perceptions of procedural justice (fairness in processes) and interactional justice (fairness in interactions) do not significantly affect performance. This suggests that employees may prioritize equitable outcomes over the processes and interactions that characterize their work environment.

Given the mixed perceptions of fairness in workload, pay, and overall rewards, organizations should focus on enhancing distributive justice to improve employee performance. The lack of significant impact from procedural and interactional justice underscores the need for further research to explore other factors that may influence employee performance.

Recommendation

Considering the findings of the study the following recommendations were made;

To improve perceptions of distributive justice, organizations should assess and adjust workload distribution, pay structures, and reward systems. The mixed views on fairness regarding workloads and pay suggest that a clear, equitable approach is necessary.

Organizations should prioritize transparency, consistency, and employee empowerment in decision-making processes. Since the study indicated variability in perceptions of procedural justice, ensuring that employees feel their voices are heard can lead to a stronger sense of fairness and possibly improve performance.

Managers should be encouraged to treat employees with kindness, respect, and truthfulness. The positive perceptions of interactional justice highlight the importance of respectful treatment, while further developing sensitivity to personal needs and concern for employee rights can enhance the overall work environment.

It is essential to regularly assess employee perceptions of justice dimensions and performance to identify areas for improvement. Establishing

feedback mechanisms and open communication channels can help management understand employee concerns and address them effectively.

Providing training for managers and employees on the importance of organizational justice and its impact on performance can help cultivate a culture of fairness and respect. This recommendation aligns with the study's findings that understanding justice perceptions is vital for improving employee engagement and productivity.

By implementing these recommendations, organizations can create a more equitable and supportive environment.

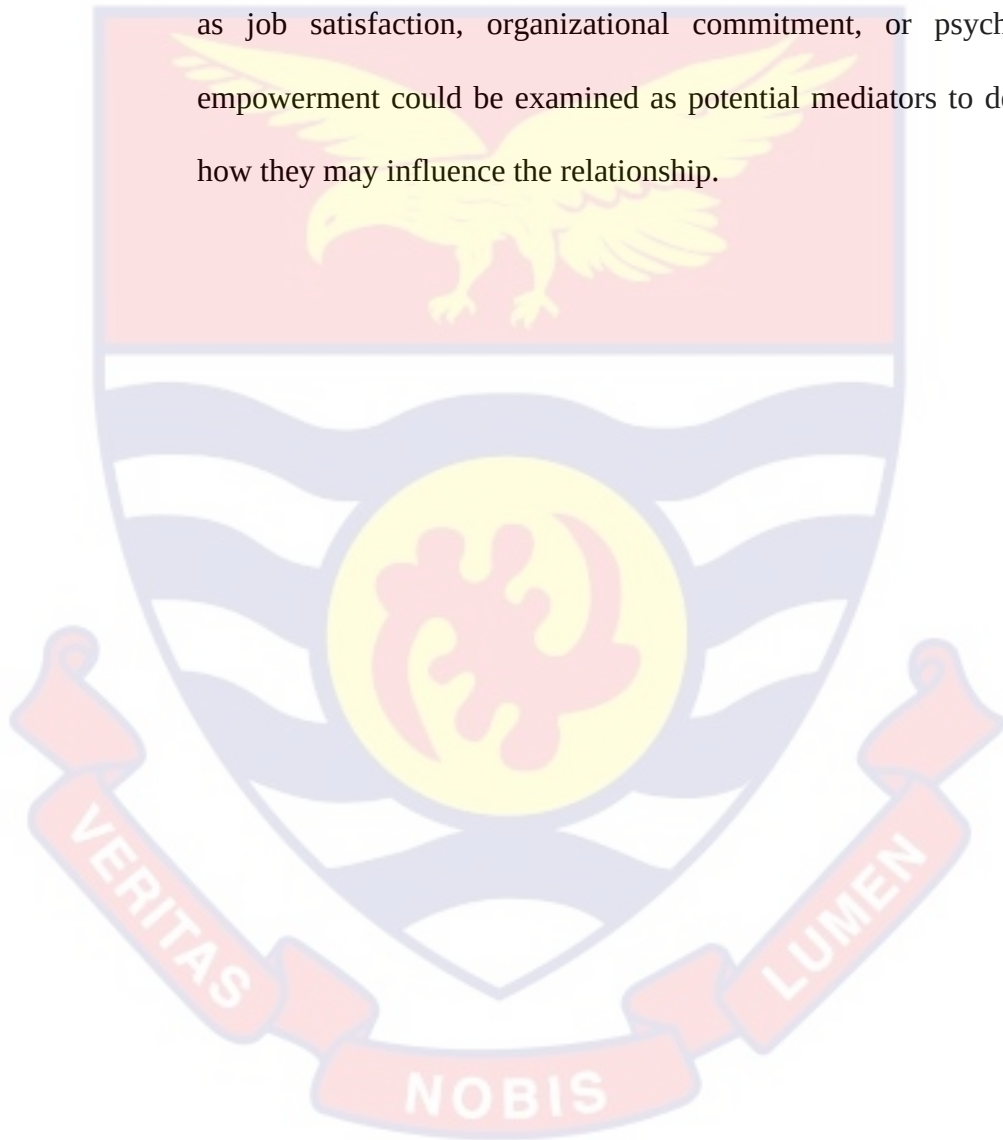
Suggested Areas for Further Study

This current study suggests some areas for further research to include:

1. Conduct further research to explore the long-term effects of organizational justice on employee retention, job satisfaction, and overall organizational success.
2. Replicate this study in other tertiary institutions for further confirmation of the study and its implementation for better organisational behaviour.
3. While this study focused on quantitative analysis, qualitative research methods such as interviews or focus groups could complement the findings. Qualitative research can provide more in-depth insights into employees' perceptions of justice and how these perceptions influence their behaviour and performance.
4. Comparing the perceptions of justice and employee performance across different departments or levels within AMMUSTED could reveal potential variations. Analyzing the differences in justice perceptions and

performance outcomes between departments or job levels could shed light on the contextual factors that may influence the relationship.

5. Exploring potential mediating factors between organizational justice and employee performance could provide a more nuanced understanding of the underlying mechanisms. For example, factors such as job satisfaction, organizational commitment, or psychological empowerment could be examined as potential mediators to determine how they may influence the relationship.



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