

UNIVERSITY OF EDUCATION, WINNEBA

**PERCEPTIONS OF ORGANIZATIONAL JUSTICE AND IT'S
IMPACT ON EMPLOYEE SILENCE**



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IMPACT ON EMPLOYEE SILENCE**

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School of Business, University of Education, Winneba,**

**in partial fulfilment of the requirements for the award of degree of
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SEPTEMBER, 2023

DECLARATION

Student's Declaration

I, **ELIZABETH OBENEWAA**, hereby declare that this research work is the result of my original research and that no part of it has been presented for another degree in this University or elsewhere.

Signature.....

Date:.....

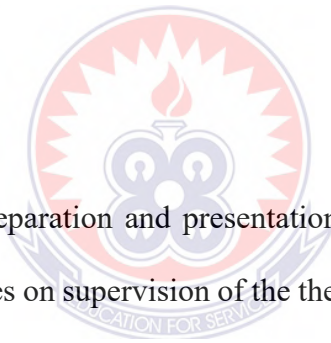
Supervisors' Declaration

I hereby, declare that the preparation and presentation of the work were supervised in accordance with the guidelines on supervision of the thesis laid down by the University of Education, Winneba.

Supervisor's Name: **Ms. Evelyn Twumasi**

Signature:.....

Date:.....



DEDICATION

To my parents.



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ABSTRACT

This study delved into the intricate relationship between perceptions of organizational justice and the prevalence of employee silence, with a focus on the unique context of the Winneba District High Court. The study employed a quantitative approach by using a sample size of 70 respondents. The data were analysed using multiple regressions. The findings of the study revealed a positive correlation between perceptions of fairness and decrease employee silence, indicating that a just organizational culture fosters open communication. Procedural justice is found to enhance trust among legal professionals, encouraging them to engage in respectful and transparent communication. Distributive justice promotes equitable access to legal resources and reduces feelings of injustice, contributing to an environment where employees feel valued and willing to share their concerns. Further, the dimensions of organizational justice significantly impact employee silence. Based on the findings of the study, it can be concluded organizations that prioritize justice and fairness are more likely to create a positive work environment where employees feel valued, engaged, and motivated to share their concerns and feedback. Therefore, it can be recommended that prioritize fairness and justice in all aspects of organizational functioning, including decision-making, resource allocation, and interpersonal interactions.

CHAPTER ONE

INTRODUCTION

1.0 Background of the Study

In today's global competitive world, organizations should pay attention to their human resources to achieve greater efficiency and effectiveness. Human resources often have ideas, information, and opinions for useful ways to improve work and organizations (Kökalan, 2018). Employees could provide expert comments and suggestions on their jobs better than their managers because they specialize in all work aspects. Organizational silence occurs. Organizational silence can cause widespread withholding of information. So, it can deteriorate organizational performance (Bagheri et al. 2012).

The most prominent competitive tool of businesses today is the labor force, which they desire to use the maximum level through creating personnel with good habits to benefit the company. High organizational justice perception and , are listed among factors that bring businesses to success. Being in unity with the organization, having similar values with those of the organization and the group, and having common emotions with the organization is a general formulation for an individual for organizational identification (Ashforth et al., 2018).

Organizational justice is the general rules and norms concerning how rewards and punishment are managed and shared within working life (Folger & Cropanzano, 2017). Organizational justice perception of individuals helps them to judge whether they are treated fairly within the organization. Considering the importance of happy employees with high performance for organizations it is clear that organizational justice will be a prominent criterion for evaluating the employees' behavior just like it is now (Irak, 2004).

Organizational justice perception has recently become a research subject on which researchers and scientists have focused comprehensively, and many studies in relation to organizational justice perception have been conducted in scientific fields (Bakhshi et al. 2019). The term "organizational justice" refers to the extent to which the employees perceive workplace procedures, interactions, and outcomes to be fair in nature (Ölçer & Coşkun, 2022). Organizational justice perception is one of the important indicators of employees' behavior (Cetin, 2014). It potentially can create powerful benefits for organizations and employees alike. These benefits include greater trust and commitment, improved job performance, more helpful citizenship behaviors, improved customer satisfaction, and diminished conflict (Pirzada, Mirani, Phulpoto, Dogar, & Mahar, 2020; Ölçer & Coşkun, 2022).

Milliken (2018) sees organizational silence as a collective phenomenon that is a dangerous barrier to organizational change and advancement and prevents establishing a pluralistic organization. Employee silence about administration is attributed to Hirschman, who undertakes to define the term for the first time. Hirschman (1970) formulized silence as a constructive reaction of employees synonymous with passiveness but loyalty/commitment, and later administrative scientists continued to consider silence equal to commitment. For example; employees, who are maltreated but do not report these complaints are commonly considered as For example; employees who do not report these complaints are commonly considered silent but contented (Akuzum, 2014).

According to Nafei (2016), the employee silence is considered as a particular conduct in which an employee chooses to remain quiet and halts giving their view in an organization to remain harmless from any negative results. Choudhary (2011) steered on the construct of organizational justice and explained it as reasonable, unbiased, and justice in conduct

attained by employees performing jobs in any organization and acclaimed that this fairness in treatment is a major value addition in the performance of employees.

If employees receive fair behaviors from their organizations, their social interaction will be stimulated beyond their expectation of role, and their commitment to their organization will increase. When employees are exposed to unjust behaviors of their organization, they start to feel to be unimportant for their organization and choose not to trust their organization, and whenever a problem occurs in the organization, they choose to stay silent (Akuzum, 2014; Ölçer & Coşkun, 2022). Conlon, Meyer, and Nowakowski (2013) state that employees work for the organization as long as they believe there is justice in the distribution of resources and organizational procedures as well as management attitudes towards employees. So, employee's perceptions of injustice may result in their Withdrawal or could lead to some attitudes that can produce negative outcomes for the organization (Zoghbi-Manrique-de-Lar, 2010). Therefore, a climate of justice or perceived justice could affect employees' decisions to speak up or remain silent (Pangestu & Wulansari, 2019).

Organizational justice represents administrators' and management's concern for employees and provides a bridge of trust, which finally leads to an increase and strength in employees' commitment to the organization. (Bahari-fard et al, 2011). Fair treatment by the organizations usually leads to higher commitment towards the organization and those who feel injustice are more likely to leave the organization or demonstrate some misconducted behaviors in the organization (Fani et al., 2013).

Researchers have recently considered the variable “ organizational silence ” in their research, but organizational justice is a variable that has been studied for a long time; however, on the relationship between organizational silence, it can be claimed that this is

a very important issue that recently has got the consideration of organizations and it is because this phenomenon causes a feeling of worthlessness, lack of control and ultimately leads to lower motivation and commitment (Sharifi & Islamieh, 2013).

1.1 Statement of the Problem

In today's business world, where the effects of globalization are dominant, businesses need to retain a qualified workforce in the organization for competitive advantage. Consequently, organizational justice perceptions of employees are at the focal point of many studies. There are many studies indicating that organizational justice, which is increasingly important, is an important variable in explaining the behavior of employees in the organization (Zahednezhad et al., 2021; Greenberg, 2017; Yavuz, 2017; Ölçer & Coşkun, 2022).

Organizational justice is also very significant to the employees. Indeed, when employees feel that they are being treated fairly, they are less stressed and exhibit more positive behaviors (Pangestu & Wulansari, 2019; Yorulmaz, Püsküllüoğlu, Colak, & Altinkurt, 2021). Suppose employees believe that these gains in return for their labor are distributed fairly. In that case, their perception of organizational justice will increase; if they do not believe, their perception will diminish. In the meantime, employees treated unfairly will show a stronger intention to quit. It is also known that any injustice related to justice and award distribution decisions in an organization will increase the employees' intention to quit (Sarrafoglu & Gunsay, 2020).

Moreover, employee silence can be catastrophic if not controlled and leaves disengaged employees. This untoward situation can be mediated by organizational justice. Employee silence has become a common phenomenon in today's organizations and can result from

a lack of perceived organizational justice. Employees who perceive a lack of justice in the workplace may become silent and refrain from speaking up about issues or concerns. This silence can negatively affect organizations, such as decreased innovation, productivity, and increased turnover (Pangestu & Wulansari, 2019). In the Ghanaian context, research has shown that perceived organizational justice is negatively related to employee silence in Ghanaian workplaces. Still, there is a need for further investigation into the specific factors that contribute to this relationship (Akuffo et al., 2021).

While there is a growing body of literature on the relationship between organizational justice and employee silence, there are still gaps in understanding this phenomenon, especially in the Ghanaian context (Adams, Owusu & Agyapong, 2019). Specifically, there is a need to investigate the factors contributing to the perception of organizational justice and the prevalence of employee silence in the workplace to investigate the relationship between the perception of organizational justice and employee silence. Hence, this study seeks to explore employees' perception of organizational justice and silence as well as the by assessing the relationship between the variables.

1.2 Purpose of the Study

The study's main purpose was to explore the relationship between the perceptions of organizational justice and employee silence.

1.3 Objectives of the Study

The following research objectives guided this current study;

- i. To find out the level of perception of justice among the employees.
- ii. To examine the influence of procedural justice on employees' silence .

- iii. To determine the influence of employees' silence.
- iv. To assess the influence of interactional justice on employees' silence.

1.4 Research Questions

This current study sought to answer the following research questions.

- i. What is the level of perception of justice among the employees?
- ii. To what extent does procedural justice influence employees' silence ?
- iii. To what extent does distributive justice influence employees' silence ?
- iv. To what extent does interactional justice influence employees' silence ?

1.5 Significance of the Study

The study's practical significance is evident in its potential to offer practical guidance to managers and policy makers. The research results can serve as a blueprint for recognizing, understanding, and addressing issues related to employee silence. It can help organizations create a more conducive and pleasant work environment, where employees feel valued, heard, and motivated to contribute positively to their organizations.

Policy-makers can benefit from this research by using its findings to inform and shape human resource policies and practices. A better understanding of how organizational justice and employee silence impact employee performance can guide the development of policies that promote fairness, transparency, and open communication in the workplace. This, in turn, can enhance overall workforce productivity.

The findings and discussions from this study are of great importance to academic researchers. They offer a foundation for further inquiry and exploration in the fields of organizational behavior, human resource management, and psychology. Researchers can

build upon this study's findings to deepen their understanding of the dynamics between justice perception and employee behavior.

1.6 Delimitation of the Study

This study specifically examines the dimensions of procedural, distributive, and interactional justice. It does not extensively explore other facets of organizational justice, such as informational or interpersonal justice, which may also play significant roles in shaping employee silence. While this research explores the relationship between organizational justice and employee silence, it primarily focuses on employee silence as the primary outcome variable. Other aspects of employee behavior or attitudes within the workplace are not extensively explored. And

The geographical scope of this study is delimited to the Winneba District in Ghana, and the findings may not be directly transferable to organizations or contexts located outside this specific geographical area. The study is situated within the context of the Ghanaian legal system, which has its own legal and cultural characteristics. Findings may not necessarily apply to legal systems in other countries with distinct legal traditions and practices.

1.7 Limitations of the Study

The specific context of the Winneba District and High Court constrained the study's sample size. While the data collected provides valuable insights for this particular institution, it may not be fully representative of all legal contexts or organizations, which limits the generalizability of the findings. The study relied on self-reporting through surveys and interviews, which may introduce self-reporting bias. Participants may have been inclined to provide socially desirable responses, potentially affecting the accuracy

of their perceptions of justice and employee silence. The Winneba District and High Court operates within a unique legal and cultural context. The findings may be influenced by factors specific to this context and may not fully apply to organizations in different industries or regions. Organizational justice is inherently subjective, and individuals may interpret fairness differently. While efforts were made to collect diverse perspectives, individual interpretations may have influenced the results.

1.8 Definition of Terms

Organizational justice: Refers to the perceived fairness of the distribution of rewards and resources, as well as the decision-making processes and treatment of employees within an organization.

Employee silence: Refers to the intentional withholding of information, opinions, or concerns by employees about organizational issues or problems.

Procedural justice refers to the perceived fairness of the processes and procedures used to make organizational decisions, such as the methods for setting performance goals, evaluating employee performance, and resolving conflicts.

Distributive justice refers to the perceived fairness of the outcomes or rewards that employees receive within an organization, such as salary, promotion, and benefits.

Interactional justice refers to the perceived fairness of interpersonal treatment that employees receive from supervisors and coworkers within an organization

1.9 Organization of the Study

This study consisted of five chapters. Chapter One, being the introduction, included the background to the study, statement of the problem, and objectives, research questions, significance of the study, limitation, delimitation, and organisation of the study. Chapter

Two, (Literature review) presented the theoretical review, which deals with the theories and concepts of organizational justice and employee silence; the review of previous studies; and the conceptual framework. Chapter Three encompassed the research methodology that was adopted for the study. Specific areas of this chapter included the research design, study area, study population, sample size, sampling methods, data collection methods, and instruments, the procedure for data collection, validity and reliability, data management and analysis, and ethical consideration. Chapter Four consisted of the results and discussion of findings. Chapter Five included the summary, conclusions, and recommendations.



CHAPTER TWO

LITERATURE REVIEW

2.0 Overview

This chapter presents scholarly works which have been done in the subject under discussion in terms of theory and empirical studies. This chapter reviewed the theories and concepts of some authorities in organizational justice, employee silence, and other related fields. Also included in this chapter are some empirical reviews of various work done and the conceptual framework explaining the various areas of this study.

2.1 Conceptual Review

2.1.1 Concept of Organizational Justice

Introducing the concept of organizational justice, Greenberg (1987) pointed out that employees evaluate organizational events, practices, and rules in terms of the principle of justice. Organizational justice perception is a concept influenced by employees' decisions about whether they are treated fairly in the workplace, the distribution of organizational resources, awareness of decisions about organizational practices, and interpersonal relationships (Greenberg, 2017; Moorman, 1991). Businesses are to treat their employees fairly with the determined practices and methods required by organizational justice. According to social and organizational scientists, the fairness of a behavior is related to the fact that a person finds that behavior fair (Folger & Cropanzano, 1998).

The concept of organizational justice was introduced by Greenberg in 1987. Greenberg (2017) defined organizational justice basically as defining and explaining the role of justice at work place together with the employees' perception about the justice of their superiors, managers and work place (Greenberg, 2017). In other words, organizational justice is about how individuals decide whether they are treated fairly at the workplace and

how justice affects other things concerning work (Moorman, 1991). James (2020) defines organizational justice as the perception of the individuals and the group about how far the organization's actions are and their reactions as a result of these perceptions (Irak, 2004).

Organizational justice is the basic prerequisite of establishing regular procedures and increasing the satisfaction level of the employees. Different opinions have been stated in the literature concerning the number of the dimensions of this concept, which is very crucial to the success of an organization. A review of the studies on this topic reveals three basic dimensions of organizational justice. Cohen-Charash and Spector (2019) put forward three dimensions, namely distributive, procedural, and interactional justice. Although the dimensions are interrelated, they have different structures (Cohen-Charash & Spector, 2019).

2.2 Dimensions of Organizational Justice

2.2.1 Distributive justice

Distributive justice is the first type of justice studied by social psychologists and is concerned with the gains of the employees (such as payment, promotion, and rewards) (Gilliland & Chan, 2019). This dimension of organizational justice explains whether all kinds of gains of the employees, like payment, promotion, reward, and punishment, are distributed among them fairly or not. Distributive justice guarantees the employees' chances of reaching some rewards on condition that they perform certain behavior (İşcan & Ve Naktiyok, 2004; Kara & Beğenirbaş, 2021).

Distributive justice is related to a fair distribution of organisational resources among employees (Moorman, 1991). These organisational resources include salary, financial rewards, appreciation, promotion, status, honest feedback, and prestige. Employees

expect to gain these resources in exchange for contributing to the organisation through their efforts, training, experience, and knowledge (Metek & Sökmen, 2019). Equity, equality, and need are three basic principles in building distributive justice perception (Fortin, 2018).

According to Rahim et al. (2021) the organisation and what they get in return. In addition to equity, employees observe the consistency between effort and gain in the case of other employees and compare it to what they gain in return to their efforts. If the employee feels that organisational resources are not distributed proportionately to their contribution to the organisation, they develop a perception of injustice (Fortin, 2018). Cohen-Charash and Spector (2019) indicate that the valence of organisational resources is also critical in building a justice perception. The more the employees need these resources, the more effective their fair distribution among them.

2.3 Procedural Justice

The second dimension of organizational justice, procedural justice, is the perception of justice concerning the methods and procedures used to determine the gains (Lee, 2018). Konowsky (2018) stated that procedural justice is not only about how distribution decisions are made but also about objective and subjective situations (Konowsky, 2018; Kara & Beğenirbaş, 2021). If the decision made were realized with procedural justice, the gains distributed would get accepted by the employees even though they are below the individual's expectations. For instance, although the level of pay rises in the organization is quite low, any negative reaction would not appear among the employees as long as the performance evaluations and rewarding are performed fairly (Metek & Sökmen, 2019). From the organization's perspective, procedural justice is more important than

distributive justice for forming attitudes and shaping the behavior (Kara & Beğenirbaş, 2021).

According to Wendy (2017), procedural justice is a crucial and significant indicator in determining organizational justice. It works to reduce the biasness and partiality and setting of such environment that shows equality among the people working in the organization. Moreover, it also includes justice and fairness in different organization procedures that allow employees to take stand against unfair procedural mechanisms (Nabatchi et al., 2017; Kara & Beğenirbaş, 2021).

Procedural justice is related to the procedures used to distribute organizational resources and outcomes. Thus, procedural justice is more about how decisions are made about resource allocation and whether formal decision-making procedures are based on some normative principles. In other words, employees want to ensure that decision makers will be fair, which requires well-organized decision-making procedures in the organisation (Mete & Sökmen, 2019; Kara & Beğenirbaş, 2021).

To build a stronger justice perception, these procedures must be consistent, true, redesignable, ethical, representative of and without prejudice (Colquitt, Greenberg & ZapataPhelan, 2015). Employees wfor this distribution before reacting to the situation. Therefore, procedural justice is considered to be more directly related to organizational - oriented while distributive justice is outcome-oriented (Cohen-Charash & Spector, 2019). Due to this fact, many studies focus on procedural justice when they investigate the effect of justice on some organizational outcomes such as commitment, perceived organizational support and silence (Sweeney & McFarlin, 2020; Luo, 2017; Tangirala & Ramanujam, 2018; Fodchuck, 2019; Rego & Cunha, 2010).

2.4 Interactional Justice

The concept of interactional justice, the third dimension of organizational justice, was first used by Bies and Moag in 1986. It concerns the quality of the social and emotional support they receive during their interactions with others (Colquitt et al., 2019). In parallel with the studies on distributive justice and procedural justice, the studies on “interactional justice”, which focuses on the interpersonal aspect of organizational activities, especially inter-individual behavior and the relationships between the management and the employees, were introduced. In this context, interactional justice is the perception of justice that appears during the communication between the managers who undertake the distribution of resources and the employees (Özdevecioğlu, 2013; Mete & Sökmen, 2019).

⁸ This concept is interested in the social aspect of the applications within the organization (Cohen-Charash & Spector, 2019). Greenberg (2020) stated that interactional justice is composed of two dimensions: interpersonal justice and informational justice. Interpersonal justice is the perception of justice that appears during the communication between decision-makers and practitioners (Colquitt et al., 2019). On the other hand, informational justice is defined by Tyler and Bies (2017) as the transfer of adequate and reasonable information concerning the decisions made to the employees.

Employees usually react more fully to unpleasant results when given explanations (Folger & Cropanzano, 2017). This statement was first tested by Colquitt et al. (2019) in their empirical study, and as a result of the analyses, they stated that there are four sub-dimensions of organizational justice, namely, distributive justice, procedural justice, interpersonal justice, and informational justice (Colquitt et al., 2019). However, this study analyzes organizational justice in three dimensions: distributive justice, procedural justice, and interactional justice.

According to Jawahar (2012), interactional justice is related to noticing and evaluating the impartiality and unbiased presence of interpersonal attitudes. Dai and Xie (2016) researched interactional justice. They concluded that interactional justice is as significant as procedural and distributive justice and is explained as the level of unbiasedness and fairness in the relationship between management and employees.

2.5 Concept of Organizational Silence

Organizational silence was first introduced by Morrison and Milliken (2018) and defined as a phenomenon at the organizational level as “the deliberate failure of employees to express their ideas, opinions, and concerns about issues and problems related to the organization”. The managements where negative criticism is not accepted pave the way for this preferred behavior in organizations where negative ideas and thoughts cannot be expressed (Huang et al., 2015).

Not every behavior of silence makes organizational sense. For this behavior to be defined as organizational silence, it must be a collective phenomenon (Dyne et al., 2013). In organizational silence - a collective and dynamic behavior - the movement that begins at the individual level reaches the organizational level. At this point, employees consciously choose to withhold their ideas for improving their jobs and institutions (Huang et al., 2015). This behavior comes from the fact that organizational silence evokes feelings of resentment and worthlessness in the individual (Cakici, 2017).

When the behavior of staying silent by the individuals in organizations reached a level that would threaten the organization and the employees themselves, this new concept was born. Silence was first studied by Hirschman (1970) as employee silence. Later, it was defined by Johannesen (1974) but the first definition at organizational level came from Morrison

and Milliken (2018), and this concept of organizational silence, which is considered to be a barrier to change and development of organizations has become a subject for researches (Vokola & Bouradas, 2015).

In management literature, employee silence is observed to be used as a synonym for organizational silence. In this study, the term of organizational silence is used. In some previous studies, silence was evaluated as an indicator of organizational commitment and harmonious behavior. However, nowadays organizational silence is considered a behavior aimed at certain, active and conscious aims by the employees (Yirik, Yilmaz, Demirel, Yilmaz, Akgün, A., & Kinay, 2012).

Another reason for the late awareness of the need to study organizational silence is that silence had been interpreted as a kind of acceptance and had limited concern for evaluation. Johannesen (1974) defined silence as “employees” hiding information from other individuals” (Tangirala & Ramanujam, 2018). Morrison and Milliken (2018) defined organizational silence as employees’ deliberately hiding opinions and information needed for improvement of the organization. Silence was evaluated as a reaction against and retreat from the organization.

2.6 Dimensions of Organizational Silence

2.6.1 Pro-social silence

Pro-social silence is stopping and holding any information to benefit the whole organization and its workers (Van Dyne, Ang, & Botero, 2013). Employees with pro-social silence remain silent because they want the general benefit of workers and organization (Podsakoff, McKenzie, Paine, & Bachrach, 2018).

2.6.2 Acquiescent Silence

This type of employee silence associated with barriers of information to avoid any change in the organization (Nafei, 2016). Acquiescent silence hides any resignation information (Van Dyne, Ang, & Botero, 2013).

2.6.3 Defensive Silence

Defensive silence is a preventive effort to hide and not reveal any information because of fear of costs (Van Dyne, Ang, & Botero, 2013). Defensive silence is associated with stopping the information to remain safe from any adverse (Pinder & Harlos, 2019).

²

2.7 Relationship between Organizational Justice and Organizational Silence

Research has shown that perceived organizational justice can play an important role in employee's silence (Tolobus & Slep, 2012). According to Harlos (1997), employee silence is a purposeful strategy that employees exhibit against the perceived injustices in an organization. Thus, it can be concluded that atmosphere of justice or perceived justice may affect employee's decision about expressing ideas or remaining silent concerning organizational issues (Tolobus & Slep, 2012). This is a finding that previous researchers have had to acknowledge it. For example, Colquitt and Greenberg (2013) argue that employees' work and strive for organization are to such an extent that they believe there is justice in the distribution of organizational resources and procedures (Colquitt & Greenberg, 2013).

Also, previous studies on organizational justice suggest that procedural justice on employees' perception of fairness is effective (Zoghbi-Manrique-de-Lara, 2010). Rahim et al. (2018) state that employees who perceive higher procedural justice believe that decisional procedures in an organization have been designed to provide equitable

outcomes (Tolobus & Slep, 2012). Tolobus and Slep (2012) believe that perceived procedural justice in the prediction of faculty members' Silence is more significant and also argue that interactional justice is remarkable in the silence of members, but like distributive justice and procedural justice, its effect would be lower. In general, it can be said that organizational silence occurs against the sense of injustice (Tolobus & Slep, 2012).

2.8 Theoretical Review

Theoretical review is an essential component of research studies, which provides a comprehensive overview of relevant theories and concepts related to the research topic. The theoretical review helps researchers to understand the research problem and develop hypotheses based on existing theoretical frameworks. It also enables researchers to identify gaps in existing knowledge and develop new insights that can contribute to advancing the field. In view of this this current study draws on the Social Exchange Theory (Blau, 1964).

2.8.1 Social Exchange Theory

Social exchange theory suggests that individuals engage in social exchanges with their organization, in which they perceive their treatment and rewards as a function of their inputs (such as effort, performance, and loyalty) and compare them to the outcomes received (Blau, 1964). According to the theory, individuals strive to balance betweenbalance their inputs and outcomes, seeking to maximize their rewards while minimizing costs.

Social exchange theory is relevant in several ways in the context of the study on the perception of organizational justice and employee silence. First, employees' perceptions of organizational justice can be seen as a form of input they provide to the organizationeey.

Employees who perceive that they are treated fairly and justly may feel more motivated and invested in their work. Conversely, when employees perceive injustice, they may feel frustrated, demotivated, and less likely to speak up.

Second, employees may be reluctant to speak up if they perceive that the costs of doing so outweigh the potential benefits. For example, if employees perceive their supervisor is biased and unlikely to respond positively to feedback, they may be less likely to speak up about their concerns. Similarly, suppose an employee perceives that the organization is indifferent to their well-being and lacks a culture of open communication. In that case, they may be less likely to speak up about issues that arise.

Overall, social exchange theory provides a useful framework for understanding how employees' perceptions of organizational justice and their expectations for social exchange with the organization may influence their willingness to speak up or remain silent. By examining the factors contributing to employees' perceptions of justice and the costs and benefits of speaking up, organizations can better understand how to promote a culture of open communication and address issues of employee silence.

2.9 Empirical Review

Research has shown that perceived organizational justice can play an important role in employee's silence (Tolobus & Slep, 2012). According to Harlos (1997) employee's silence is a purposeful strategy that employees exhibit against the perceived injustices in an organization. Thus, it can be concluded that atmosphere of justice or perceived justice may have effect on employee's decision about expression of ideas or remaining silent, concerning the organizational issues (Tolobus & Slep, 2012). This is a finding that previous researchers have had to acknowledge it. For example, Colquitt and Greenberg

(2013) argue that employee's work and strive for organization are to such an extent that they believe in an organization there is justice in the distribution of organizational resources and procedures (Colquitt & Greenberg, 2013).

Also, previous studies on organizational justice suggests that procedural justice on employees' perception of fairness is effective (Zoghbi-Manrique-de-Lara, 2010). Rahim et al (2018) state that employees who perceive higher procedural justice believe that decisional procedures in an organization have been designed to provide equitable outcomes (Tolobus & Slep, 2012). Tolobus and Slep (2012) believe that perceived procedural justice in prediction of faculty members' Silence is more significant and also argue that interactional justice is remarkable in silence of members but like distributive justice and procedural justice its effect would be lower. In general, it can be said that in an organization, organizational silence occurs against the sense of injustice (Tolobus & Slep, 2012).

In literature, there are some studies that have revealed the relationship and interaction among the three variables of this study. Therefore, first, some studies that proved the relationship and interaction among the variables are introduced in this section in order to put forward the basis of this present study. For formation of organizational justice perception, the individuals need to feel themselves as important members of the organization. If the individuals actively participate in decision making, have positive relationships with their managers and co-workers and feel that they are appreciated, their self-esteem will increase, which in turn will result in a need for developing themselves and realize identification with the organization (Smidts et al., 2019; İnce, Yerleşkesi & Gül, 2016).

In other words, establishment of organizational justice by the managers and its perception by the individuals would suffice for realizing organizational identification. Researches should be performed in order to reveal the relationship between organizational identification and justice. So far, some studies have proved that the perception of justice effects identification (De Cremer, 2015; Olkkonen and Ve Lipponen, 2006; Cheung & Law, 2018; Michel et al., 2010) while some revealed that identification effects the perception of justice (De Cremer, 2006; De Cremer & Blader, 2006; Blader, 2017). Some information concerning these studies are given below. De Cremer and Blader (2006) in their study determined that procedural justice is related with organizational identification.

Moreover, they stated that among the individuals with high levels of need for belonging, procedural justice has stronger influence on organizational identification. Blader (2017) in his research concluded that having information about the procedures in the organization would affect identification and the positive opinions of the identified individuals would in turn affect procedural justice perception. De Cremer (2006) stated that a strong identification of individuals with their organization would encourage them to think positively about their organization and managers, which in turn result on higher levels of sensitivity among individuals in terms of procedural justice.

Individuals' unwillingness to share their knowledge, opinions, worries and suggestions concerning the problems about the activities they are responsible for or other activities of the organization and preference of keeping silent is defined as organizational silence (Morrison & Milliken, 2018; Vokola & Bouradas, 2015). The individuals who are identified with their organization are committed to their organization emotionally and have high levels of job satisfaction; besides, they consider success and failure of their organization as theirs (Bartels, 2006). In this context, organizational silence is an undesired

behavior negatively effecting development of the organization, while organizational identification is a beneficial kind of behavior that is desired to be of high levels in the organization.

Vakola and Bouradas (2015) in their study tried to explain the relationship among the variables of organizational culture, silence and identification. As a result of the analyses, they made they determined that, in organizations with open communication canals, employees' participation in decisions and active employees, individuals' silence levels are low. Studies revealed that in organizations where participative organizational culture and communication possibilities are present organizational identification levels would increase. Among the individuals with increased identification levels fewer tendencies to keeping silent is observed.

Tangirala and Ramanujam (2018) searched for the regulatory impact of organizational identification between procedural justice perception and silence. The results of the analyses made revealed that the individuals with high levels of procedural justice perception would identify with their organizations more strongly and this in turn would decrease organizational silence among the individuals. Tangirala and Ramanujam (2018) in their study aimed at explaining the silence in organizations stated that the commitment of the individuals towards their organization contains their emotional loyalty and their identification with their jobs or organization. Moreover, it was determined that the identified employees shared their ideas and opinions for solving the problems of the organization with their managers and coworkers, that is they preferred talking.

Knoll and Van (2013) in their study examined the relationship among authenticity, employee silence and prohibitive voice and regulatory role of organizational identification

in these relationships. Authenticity, which is concerned with well-being, health and leadership, is an important concept of positive science. The related literature argues that authenticity is a determiner of some organizational behavior such as employee silence and prohibitive voice. In other words, it was determined that the higher organizational identification levels of the individuals are, the stronger the relationship between authenticity and silence would be.

2.10 Conceptual Framework

Organizational Justice

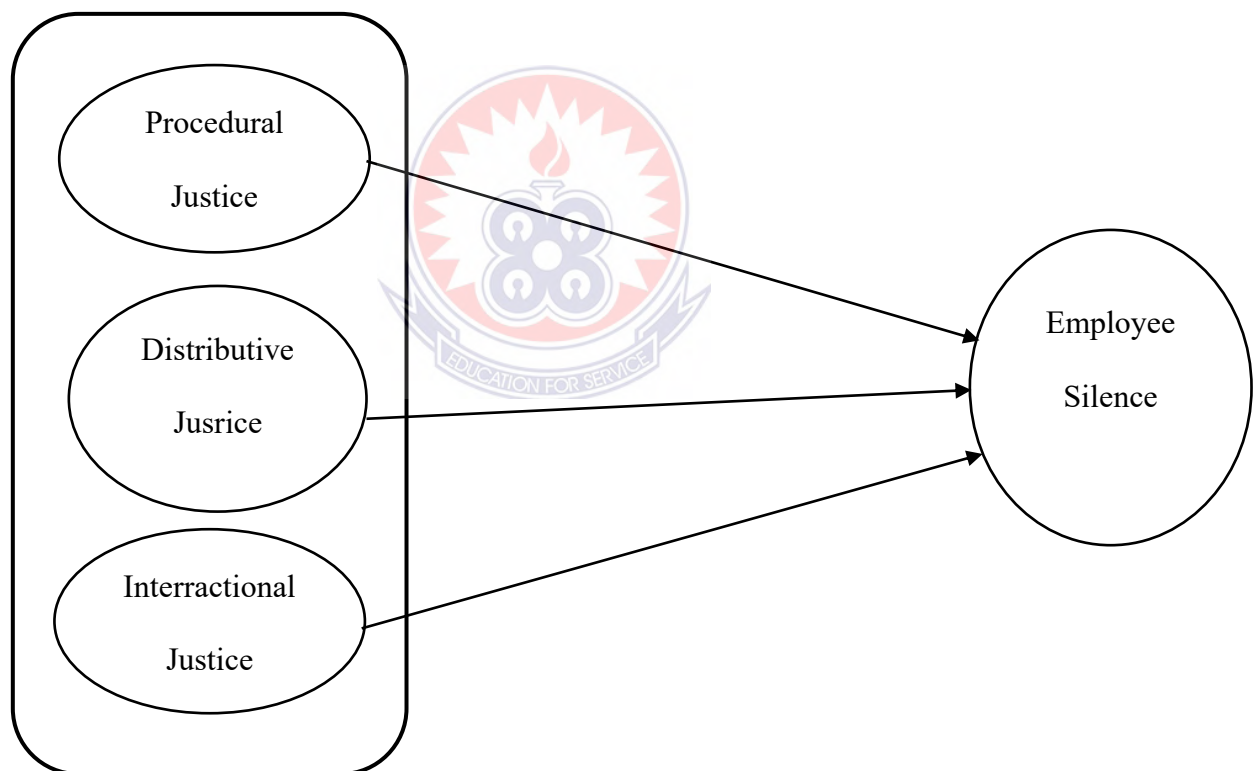


Figure 2.1: Conceptual Framework

In this conceptual framework, the variables are the perception of organizational justice and employee silence. The concepts are procedural justice, distributive justice, interactional justice, trust, commitment, organizational culture, and communication. The relationships

show how these concepts interact and influence the perception of organizational justice and employee silence.

The framework suggests that employees' perceptions of organizational justice, which are influenced by procedural, distributive, and interactional justice, can impact their trust and commitment to the organization. In turn, their level of trust and commitment can influence their willingness to speak up or remain silent. Additionally, the framework suggests that organizational culture and communication can influence employees' perceptions of justice and their willingness to speak up or remain silent.



CHAPTER THREE

METHODOLOGY

3.0 Overview

The purpose of this study is to assess the influence of organizational justice and employee silence among employees of Winneba District and High Court in the Central Region of Ghana. In order to achieve this purpose, this chapter presents the research methods on data collection and analyses. The issues covered on the research methods include research design, study area, population, sample size and sampling procedure, data collection instrument, research instrument, data collection procedure, and data analysis. The chapter finally describes the ethical consideration issues of the study for addressing anonymity, confidentiality, and other ethical issues in any systematic research inquiry.

3.1 Research Paradigm

The study utilised a positivist paradigm to examine the relationship between the perception of organizational justice and employee silence. The positivist paradigm is grounded in the belief that social phenomena can be objectively studied and explained through the application of scientific methods and rigorous empirical research. This paradigm emphasizes using quantitative data collection and analysis techniques to test hypotheses, establish causal relationships, and generate generalizable knowledge (Creswell, 2014).

In adopting a positivist approach, the study will aim to gather empirical data on organizational justice perceptions and employee silence through surveys, questionnaires, or other structured measurement tools. These instruments were designed to elicit quantitative responses that can be analyzed using statistical techniques. The study

employed a large sample size to enhance the generalizability of the findings and increase the statistical power of the analysis (Bryman & Bell, 2015).

The research design focused on identifying the extent to which perceived organizational justice influences employee silence and exploring the underlying factors and mechanisms contributing to this relationship. It will seek to quantify the strength and direction of the relationship between organizational justice dimensions (distributive, procedural, and interactional) and employee silence using appropriate statistical analyses such as regression or correlation (Yin, 2017).

The positivist paradigm also aligns intending to develop practical recommendations and strategies for organizations to reduce employee silence and enhance organizational justice. The study aimed to provide evidence-based insights into the specific practices and interventions that fostering a fair and just work environment, encouraging employees to voice their concerns, share ideas, and contribute to organizational success.

Overall, the positivist paradigm guided the study in its pursuit of systematic data collection, rigorous analysis, and the generation of empirical evidence to advance my understanding of the relationship between organizational justice and employee silence and to provide actionable recommendations for organizations to address this issue effectively.

3.2 Research Approach

The study employed a quantitative approach to investigate the relationship between the perception of organizational justice and employee silence. A quantitative research approach involves the collection and analysis of numerical data to provide a statistical

understanding of the research phenomenon (Yin, 2017). It aims to quantify variables, measure associations, and draw objective conclusions based on statistical analyses.

In this study, quantitative method was used to gather data on employees' perceptions of organizational justice and their levels of silence. Surveys or questionnaires will likely be administered to a representative sample of employees within the organization, allowing for the systematic collection of data on a range of relevant variables. The survey items were designed to elicit responses that can be assigned numerical values, facilitating the statistical analysis (Yin, 2017).

Quantitative data collection methods provide several advantages for studying the relationship between organizational justice and employee silence. They allow for the efficient collection of data from a large number of participants, enabling a broader understanding of the phenomenon under investigation. The use of standardized measurement scales and closed-ended questions ensures consistency in responses, enabling comparability and reducing potential biases (Smith & Johnson, 2022).

The quantitative approach also facilitated the generalizability of the findings. By using representative samples and statistical techniques, the study's results can be applied to a broader population or organizational context, enhancing the external validity of the findings (Yin, 2017). However, it is important to acknowledge that a quantitative approach has some limitations. It may not capture the depth and richness of individual experiences and perspectives that qualitative methods can provide. Therefore, supplementary qualitative approaches, such as interviews or focus groups, could be considered to gather complementary insights and enhance the overall understanding of the phenomenon (Yin, 2017).

In summary, the quantitative approach in this study involved the systematic collection and analysis of numerical data to examine the relationship between organizational justice and employee silence. By employing statistical techniques, the study aims to provide empirical evidence, quantify associations, and generate objective insights that can inform organizational practices and interventions (Yin, 2017).

3.3 Research Design

This study basically employed a cross-sectional survey research design. A cross sectional studies have been identified as a valuable means of seeking new insights to assess phenomena in a new light (Robson, 2002). Babbie (2006) has also suggested the cross sectional design as suitable for making generalizations from a sample to a population as well as facilitating inferences to be made from the sample. Thus, this design is seen to be the most appropriate in undertaking this study, which examines how organizational justice influence employee silence among employees of Winneba District and High Court in Ghana. The positivist research paradigm was employed in this study since it assumes that social reality is made up of objective facts that can be measured and tested with statistical methods (Neuman, 2007).

3.4 Population

The study focused on a specific population within Winneba District High Court. The population under investigation will typically consist of employees from various levels and departments of Winneba District High Court. The population was made up of all the 70 employees of Winneba District High Court. It is important to ensure that the selected population is representative of the larger workforce to enhance the generalizability of the findings.

3.5 Sample and Sampling Procedure

In the case of studying the perception of organizational justice and employee silence at the Winneba District and High Court, a census sampling approach was employed to include all the 70 employees of the court. Census sampling involves including the entire population of interest as the sample. In this scenario, all the Winneba District and High Court employees were included in the study. Using a census sampling approach, the study was aimed to gather data from every employee within the organization, ensuring that the findings represent the entire employee population at the Winneba District and High Court. This approach eliminates sampling errors and provides a comprehensive understanding of the perceptions of organizational justice and employee silence within the specific organizational context.

² Using census sampling allows for a detailed analysis of the variables of interest, including the dimensions of organizational justice and employee silence, across the entire employee population. It enabled researchers to examine the organization's relationships, patterns, and associations more accurately. However, it's important to consider practical considerations when conducting a census sampling. Depending on the organization's size, data collection from the entire employee population required substantial resources, time, and effort. Therefore, researchers should ensure that they have the necessary resources and logistical support to administer surveys, questionnaires, or other data collection instruments to all employees.

3.6 Data Collection Instrument

The study utilised questionnaires as the primary data collection instrument. Questionnaires are structured survey instruments consisting of a series of pre-designed questions that participants responded to. They provide a standardized and systematic approach to

gathering data from a large number of participants, allowing for efficient data collection and analysis (Smith & Johnson, 2022). The questionnaires used in the study was specifically designed to measure the variables of interest: the perception of organizational justice and employee silence. The items in the questionnaires were carefully crafted to capture relevant dimensions, such as distributive, procedural, and interactional justice, as well as different facets of employee silence, such as withholding concerns, suggestions, or opinions.

The questionnaires include Likert-type scales, where participants rated their agreement or disagreement with statements on a numerical scale (e.g., from 1 to 4). These scales provide a quantitative measurement of participants' perceptions and allow for the calculation of mean scores, enabling statistical analyses to explore relationships and associations between variables.

The questionnaire is divided into five sections. Section A deals with the demographic information of the respondents. The questionnaires also included demographic or background information about the participants, such as age, gender, tenure, and job role. These additional questions can help establish a profile of the participants and allow for subgroup analyses to examine potential variations in perceptions of organizational justice and employee silence based on demographic or organizational factors. **Section B** asked respondents to express their level of agreement or disagreement with statements related to the influence of procedural justice on organizational justice. Procedural justice focuses on the fairness of decision-making processes within an organization. The Likert scale was used with options ranging from Strongly Agree (SA) to Strongly Disagree (SD), scored as follows: SA = 5, A = 4, N = 3, D = 2, and SD = 1.

Section C asked respondents to express their level of agreement or disagreement with statements related to the influence of distributive justice on organizational justice. Distributive justice focuses on the fairness of the outcomes and rewards employees receive in the organization. The Likert scale was used with options ranging from Strongly Agree (SA) to Strongly Disagree (SD), scored as follows: SA = 5, A = 4, N = 3, D = 2, and SD = 1.

Section D asked respondents to express their level of agreement or disagreement with statements related to the influence of interactional justice on organizational justice. Interactional justice focuses on the fairness of interpersonal interactions and communication within the organization. The Likert scale was used with options ranging from Strongly Agree (SA) to Strongly Disagree (SD), scored as follows: SA = 5, A = 4, N = 3, D = 2, and SD = 1.

Finally, Section E asked respondents to express their level of agreement or disagreement with statements related to employees' silence and its influence on organizational justice. This section aims to understand how employee silence may impact the perception of organizational justice. The Likert scale was used with options ranging from Strongly Agree (SA) to Strongly Disagree (SD), scored as follows: SA = 5, A = 4, N = 3, D = 2, and SD = 1.

3.7 Data Collection Procedure

All the employees at the Winneba District and High Court were included in the study through census sampling. They were informed about the research purpose, the voluntary nature of their participation, and the confidentiality of their responses. Participants were provided with clear instructions on how to access and complete the questionnaires. The researcher employed questionnaires. Questionnaires' are self-administered surveys where

respondents fill out a set of predetermined questions. Questionnaires are useful for collecting structured data and gathering information on a wide range of topics. The questionnaires can be administered using either an online survey platform or paper-based distribution. In the case of online administration, participants were provided with a unique link to access the survey. For paper-based distribution, physical copies of the questionnaires were distributed to participants along with instructions on how to complete and return them.

The researcher was available to address any questions or concerns participants may have regarding the questionnaires or the study itself. This support can be provided through email, in-person sessions, or designated contact points. Participants were given a specific timeframe within which to complete and submit the questionnaires. They will be encouraged to provide honest and accurate responses based on their perceptions and experiences. The data collected included their responses to the items measuring organizational justice and employee silence, as well as any demographic or background information provided. Once the questionnaires are collected, the data will be managed and stored securely. Any personally identifiable information was handled with strict confidentiality. The collected data then underwent appropriate statistical analysis, such as correlation analysis, to examine the relationships between organizational justice and employee silence.

3.8 Validity of Instrument

The instrument's validity is the extent to which it measures what it is supposed to measure. In any research project, the validity of the study tools is of critical relevance (Ary, Jacobs, Sorensen and Walker, 2012). According to Mugenda and Mugenda, the validity is the degree to which results obtained from the data analysis actually represent the study's

variables, and validity is the degree to which results obtained from the data analysis represent the study's variables. In other words, it concerns whether the instrument measures what it intends to measure.

The questionnaires were validated in terms of content and face validity. Content validity is concerned with establishing whether the instrument's content measures what it is supposed to measure. Towards this end, the researcher sought supervisors' opinion on the relevance of the initial draft of the questionnaire constructed. Such inputs enhanced the validity of the instruments to measure what they intended to measure concerning the research questions. This was done because, according to Nitko (1996), expert judgment provides evidence of content validity. Corrections were made based on supervisors' views before the final questionnaires were constructed.

3.9 Reliability of Instrument

Reliability is concerned with a test's consistency, dependability, or stability (Frankfort-Nachmias & Nachmias, 1996). In other words, it is the degree to which a measurement technique can be relied upon to secure consistent results upon repeated application. Reliability is a research instrument's ability to consistently measure interest characteristics over time. It is the degree to which a research instrument yields consistent results or data after repeated trials. If a researcher administers a test to a subject twice and gets the same score on the second administration as the first test, then there is the reliability of the instrument. (Mugenda & Mugenda, 1999). In other words, it is the degree to which a measurement technique can be relied upon to secure consistent results upon repeated application. The researcher measured the reliability of the questionnaire to determine its consistency in testing what they were intended to measure. The internal consistency method was used.

One pilot test was conducted with participants in different settings that are not part of the study selection area but had similar characteristics.. The researcher used a different court for the trial. All corrections were identified for restructuring the questions. Adequate attention was given to each item to ensure that all items were without any ambiguity before producing the final copies to administer to the main participants of the study.

Thus, after the pilot test, Cronbach coefficient alpha was used to determine the reliability of the research instrument. The Cronbach coefficient alpha is a measure of reliability. A Cronbach alpha value of 0.8 attained is regarded as satisfactory by researchers to determine the internal consistency of the different components of the questionnaire.

Table 3.1: Reliability of the Instrument

Sections	Coefficient	No of items
Procedural Justice	.698	06
Distributive Justice	.791	07
Interactional Justice	.813	09
Employee Silence	.682	18

Source: Field Data (2023)

3.10 Data Processing and Analysis

The data analysis for the study on the perception of organizational justice and employee silence at the Winneba District and High Court involved several steps to examine the relationships and patterns in the collected data. The collected data was carefully organized and prepared for analysis. This step involves checking for completeness, identifying missing or erroneous data, and addressing data cleaning or preprocessing needs. Data entry and coding were performed to facilitate analysis. Descriptive statistics were computed to summarize the key variables of interest. Measures such as means, standard deviations, frequencies, and percentages may be calculated to provide an overview of participants'

perceptions of organizational justice and employee silence. This step helps in understanding the distribution and central tendencies of the variables.

Data exploration techniques, such as data visualization and graphical representations, may be employed to better understand the data. Histograms, scatter plots, and other visualizations can help identify trends, outliers, or patterns in the data. The primary focus of the study is to examine the relationship between organizational justice and employee silence. Correlation analysis was conducted to determine the strength and direction of the relationship between these variables. The Pearson correlation coefficient or other appropriate correlation measures were computed to assess the degree of association. Depending on the research questions and objectives, inferential statistical techniques may be employed to test hypotheses and make inferences about the population based on the sample data.

The results of the data analysis were interpreted and reported in a clear and meaningful manner. The findings were discussed concerning the research objectives and existing literature. Tables, charts, and graphs may be used to present the results effectively. It is important to note that the specific data analysis techniques employed may depend on the research questions, the nature of the data, and the statistical tools available. The analysis was conducted rigorously and following the best practices of quantitative research to ensure valid and reliable results.

3.11 Ethical Considerations

Ethical considerations are crucial in conducting research involving human participants (Denscombe, 2014). In the study on the perception of organizational justice and employee silence at the Winneba District and High Court, the following ethical considerations were

addressed: Informed Consent: Participants were provided with clear information about the purpose of the study, the voluntary nature of their participation, and the confidentiality and anonymity of their responses. They will have the right to decline participation or withdraw from the study at any time without consequences.

Measures were taken to ensure the confidentiality of participant data. This may include assigning unique identifiers to participants instead of using their names, storing data in secure locations, and ensuring that only authorized researchers can access the data. Data Protection: The study adhered to data protection regulations and guidelines. Any personally identifiable information collected was handled securely and used solely for research. Data was anonymized and aggregated during analysis to protect the identity and privacy of participants.

Participation in the study was entirely voluntary, and participants did not face any negative consequences if they chose not to participate. They were also informed that they could withdraw from the study at any stage without penalty. Minimization of Harm: Care was taken to minimize potential harm or discomfort to participants. The questions and content of the questionnaires will be designed to be sensitive and respectful. Participants were encouraged to provide honest and genuine responses but were not coerced or pressured to disclose any personal information they were uncomfortable sharing.

It is essential to provide participants with a clear understanding of the ethical considerations and to address any questions or concerns they may have throughout the research process. By implementing these ethical considerations, the study aims to protect the rights, welfare, and privacy of the participants while contributing valuable insights to the field of organizational justice and employee silence.

CHAPTER FOUR

RESULTS AND DISCUSSION

4.0 Overview

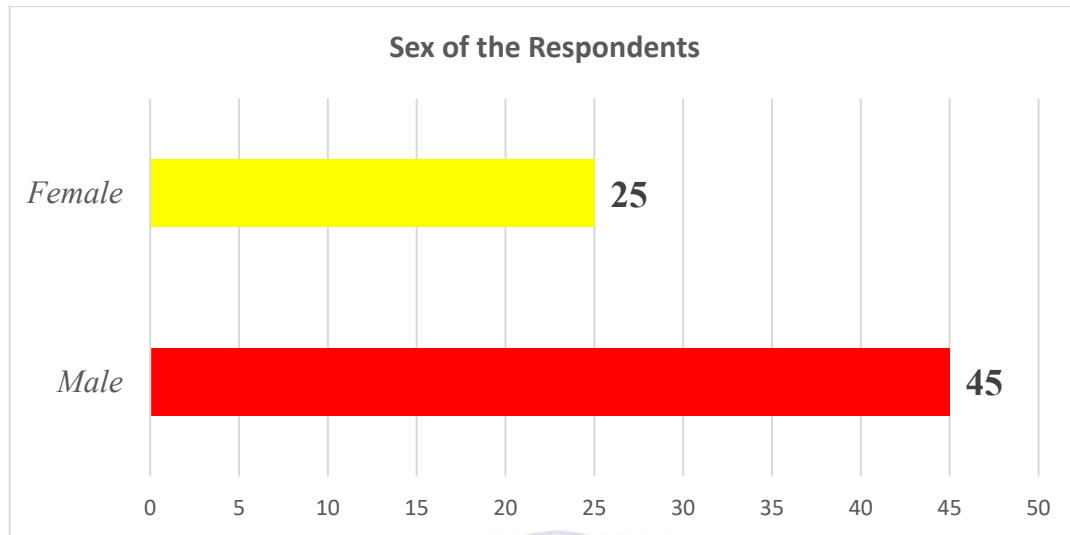
The purpose of this study is to assess the relationship between the perceptions of organizational justice and employee silence among employees of Winneba District and High Court. This section of the research discusses the results of the analyzed data collected from the field. The discussion makes use of tables. The order of presentation in this chapter includes demographics of the respondents and description and inferential exposition of the objectives of the study. The demographic characteristics of respondents were analyzed using the IBM SPSS Statistics version 20 software, whereas the influence of organizational justice on employee silence was analyzed using correlation and regression analysis.

This chapter of the study presents the results of the study, which investigated the relationship between organizational justice and employee silence. The study aimed to understand the perceptions of justice among employees and how these perceptions relate to their propensity to remain silent in the workplace. To address these research questions, I comprehensively analyzed data collected from a diverse sample of employees within the organization.

This chapter unfolds my research findings, offering valuable insights into the intricate dynamics of organizational justice and its impact on employee communication behavior. I began by providing an overview of the research questions and hypotheses tested in the study. I then presented the quantitative data analysis, supported by statistical measures and illustrative participant quotes. These findings are presented systematically and structured to provide a clear understanding of the relationships examined.

4.1 Demographic Information of Respondents

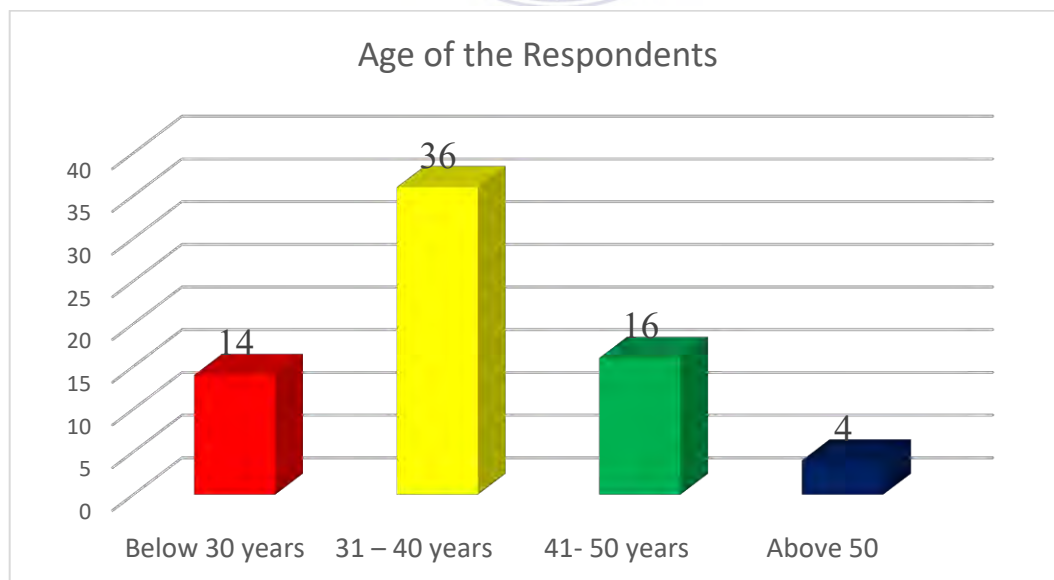
This section provides summary of the demographic information of the respondents. The demographics variables of interest were descriptively measured using graphs



Source: Field Data (2023)

Figure 4.1: Sex of the Respondents

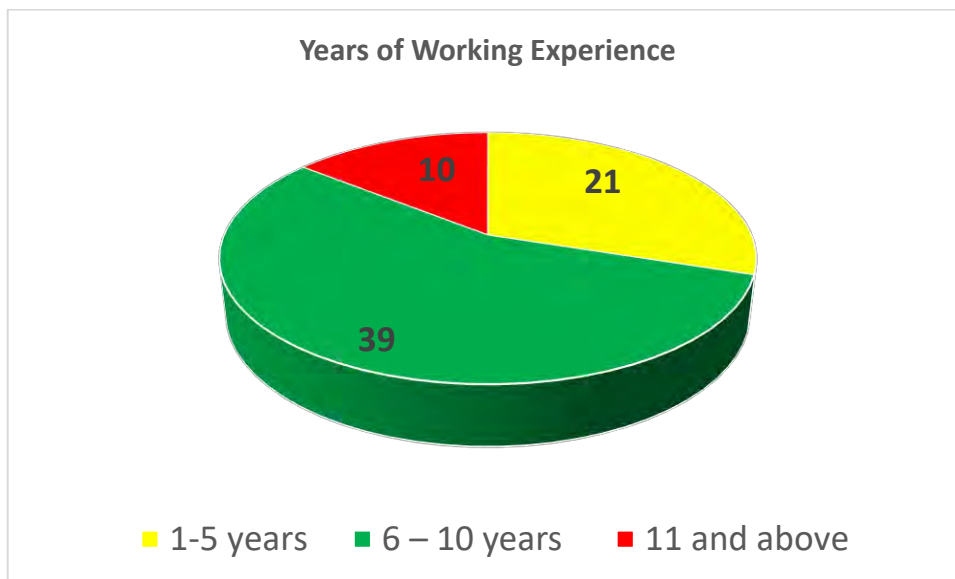
The results in Figure 4.1 show that majority of the respondents were males (n=45, 64.3%)



Source: Field Data, 2023

Figure 4.2: Ages of the Respondents

The results in Figure 4.3 show that majority of the respondents were within 31-40 years (n=36, 51.4%). Those above 50 were the least (n=4, 5.71%).



Source: Field Data(2023)

Figure 4.3: Ages of the Respondents

The results in Figure 4.3 show that majority of the respondents had worked for 6-10 years (n=39, 55.7%). Those who had worked for 11 and above were the least (n=10, 14.28%).

4.2 Reliability

Table 4.1: Reliability of Constructs

Variables	Cronbach Alpha	No. of Items
Employees Silence	.682	18
Procedural Justice	.813	06
Distributive Justice	.791	07
Interactional Justice	.698	09

Source: Field Data, 2023

The Cronbach's alpha coefficient results, as presented in Table 4.1 indicates that all the scales for measuring the variables in the study exceeded the conventional acceptable threshold of 0.6 (Jocom *et al.*, 2017). Hence, the Cronbach's Alpha results indicates that the items used in measuring the variable in question are reliable and dependable for further analysis.

Descriptive Statistics of Respondents

Table 4.3: Descriptive Results of Constructs

	Organisational variables	Mean	Std. Deviation
1	Employees Silence	19.07	2.019
2	Procedural Justice	17.65	2.249
3	Distributive Justice	17.64	1.660
4	Interactional Justice	17.12	2.484

Source: Field Data, (2023)

The results from the descriptive analysis show that there were differences in the means scores of the predictors/independent variables (Employees Silence, Procedural Justice, Distributive Justice and Interactional Justice). From the Table, Employees Silence recorded the highest mean and standard deviation (mean=19.07, SD=2.019, n=70). Procedural Justice followed with a mean and standard deviation of (mean=17.65, SD=2.249, n=70). Distributive Justice recorded the third highest mean and standard deviation (mean=17.64, SD=1.660, n=70). Interactional Justice had the fourth highest mean and standard deviation (mean=17.12, SD=2.484, n=70).

4.3 Research Questions One: What is level of perception of justice among the employees?

In the contemporary workplace, the perception of justice among employees plays a pivotal role in shaping their attitudes, behaviors, and overall job satisfaction. Organizational

justice, a concept that encompasses the perceived fairness of various workplace processes and interactions, has been recognized as a key factor in influencing employee morale and engagement. To gain insights into the dynamics of organizational justice within a specific context, it is essential to examine the employees' level of perception regarding justice in their workplace. This research question seeks to gauge the extent to which employees perceive their organization's practices and procedures as fair, which serves as a foundational understanding for further exploring the relationship between organizational justice and employee silence. The data was analysed using means and standard deviations. The results are represented in Table 4.1.

Table 4.2: Level of perception of justice among the employees

Statements	M	Std. Deviation	Skewness	Kurtosis
Job decisions are not made by managers in a biased manner	3.04	1.47	.921	.121
My managers make sure that all employee concerns are heard before Job decisions are made	3.18	1.10	.182	.123
To make job decisions, my managers collect accurate and complete information	3.14	1.19	.134	.229
My manager clarifies decisions and provides additional information when requested by employees	3.52	1.04	.142	.272
All job-related decisions are applied consistently to all affected employees	3.88	1.16	.273	.281

Employees are allowed to challenge or appeal job decisions made by their managers	3.2	1.43	.172	.292
		8		

Source: Field Survey(2023),

n=70 Table 4.1 shows results on the level of perception of justice among the employees. The results show that generally, most of the respondents have positive perception about the level of perception of justice among the employees. For example, it was found that most of the respondents believe that job decisions are not made by managers in a biased manner (M=3.04, SD=1.47, n=70). Also, it was found that most of the respondents agreed their managers make sure that all employee concerns are heard before job decisions are made (M=3.18, SD=1.10, n=70). In another related result, it was found that to make job decisions, their managers collect accurate and complete information (M=3.14, SD=1.19, n=70). Most also asserted that their manager clarifies decisions and provides additional information when requested by employees (M=3.52, SD=1.04, n=70).

Sequel to the above, it was found that all job-related decisions are applied consistently to all affected employees (M=3.88, SD=1.16, n=70). Finally, it was found that employees are allowed to challenge or appeal job decisions made by their managers (M=3.28, SD=1.43, n=70).

4.4 Correlational Analysis among Study Variables

The Pearson's product-moment correlation analysis was done in SPSS as part of the initial tests to demonstrate the relationships between the study variables in terms of direction and strength. Table 4.4 shows the summary results of the correlational analysis among the variables under study.

Table 4.3: Summary Results of the Correlational Analysis among Study Variables

	1	2	3	4	5	6	7	
1 Gender	-							
2 Age	.042	-						
3 Working Experience	-.058	.314**	-					
4 Marital status	-.003	.598**	.220**	-				
5 Procedural Justice	.115	.319**	.177**	.307**	-			
6 Interactional Justice	-.026	.176**	.094	.107	.697**	-	8	
7 Distributive Justice	-.075	.317**	.056	.082	.588**	.649**	-	
8 Employees Silence	.202	.690	.075	.317**	.556	.482	.588**	-

Source: Field Survey (2023)

Based on the results from table 4.3, the results revealed that procedural Justice and employee silence was found to be positive and significantly related ($r = .556$, $p < 0.001$). This means that procedural justice positively and significantly correlate with employee silence. Also, the results revealed that interactional justice and employees silence was found to be positive and significantly related ($r = .482$, $p < 0.001$). This means that interactional justice positively and significantly correlate with employee silence. Finally, the results from the same table revealed that distributive justice and employee silence was also found to be positive and significantly related ($r = .588$, $p < 0.001$). This means that distributive justice positively and significantly correlate with employee silence.

4.5 Regression Analysis

The results as presented in Table 4.4 indicates the result of the multiple linear regression analysis between independent variables (Distributive Justice, Interactional Justice and Procedural Justice) and the dependent variable (employee silence).

Table 4.4: Multiple Linear Regression Analysis between the Organisational variables and organisational justice

Variables	Unstandardized Coefficients		Standardize Coefficients (β)	<i>t</i> -value	<i>p</i> -value
	B	Std. Error			
(Constant)	57.40	3.504		16.381	.000*
Procedural Justice	1.067	.248	.279	4.305	.000
Interactional Justice	.733	.171	.187	4.293	.000
Distributive Justice	.708	.195	.186	3.630	.000
R Square value = .250		F value = 8.328			

Adjusted R Square = .220

Predictors: (Constant), Distributive Justice, Interactional Justice, Procedural Justice

Dependent Variable: Employee Silence

Source: Field Survey, (2023)

From Table 4.5, the R^2 (R-square) of .250 measures the goodness-of-fit of the estimated regression model in terms of the proportion of the variation in the employee silence as explained by the fitted sample regression equation. Thus about 25% of the variation in employee silence is explained and accounted for by the predictors (distributive justice, interactional justice, and procedural justice) and R^2 value is significant at 5 percent confidence level.

With respect to procedural justice, the result was not different, however, it varied in magnitude. The multiple linear regression coefficient of procedural justice is ($\beta=.279$, $t=4.305$, $p<.000$) representing the effect that procedural justice have on employee silence, holding other independent variables as constant. The relative effect of procedural justice on employee silence is also significant at 5% confidence level because the *t*-value is 4.305.

Therefore, it could be said that procedural justice is making appreciated and significant contribution to the employee silence.

In relation to interactional justice, the multiple linear regression coefficient of interactional justice is ($\beta=.187$, $t=4.293$, $p<.000$) signifying the effect that interactional justice has on employee silence, holding other independent variables as constant. The relative effect of interactional justice on employee silence is also significant at 5% confidence level because the t-value is 4.293. Therefore, it could be said that interactional justice is making some substantial contribution to the employee silence.

In respect of distributive justice, the multiple linear regression coefficient ($\beta=.186$, $t=3.630$, $p<0.000$) suggesting the impact that distributive justice has on employee silence without considering the other independent variables. The relative effect of distributive justice on employee silence is also significant at 5% confidence level because the t-value is 3.630. Therefore, it could be inferred that distributive justice is making some considerable contribution to employee silence.

4.6 Discussion

The first objective sought to assess the level of perception of justice among the employees. The results of the study reveal that there exist a positive relationship between employees' perception of justice and their willingness to voice concerns is in line with a wealth of research in the field of organizational psychology. Colquitt et al. (2001), in their seminal work on organizational justice, found that employees who perceive their workplace as just are more likely to exhibit organizational citizenship behaviors, which include activities such as offering suggestions, helping colleagues, and speaking up about issues. This underscores the idea that fairness perceptions are closely tied to employees'

willingness to contribute beyond their formal job roles. Furthermore, a study by Brockner et al. (2000) revealed that when employees feel that their organization is just, they experience a reduced sense of injustice, which, in turn, diminishes their propensity for silence. In contrast, organizations that are perceived as unfair can foster a climate of resentment and frustration, leading to employee silence as a coping mechanism.

The second objective of this study sought to assess the extent to which procedural justice influence employee silence. The results of the study revealed that procedural justice significantly influence employee silence. This result is consistent with Greenberg (1993) assertions that procedural justice has been found to have a substantial impact on employees' overall perception of employee silence. When employees have confidence in the fairness of decision-making processes, they are more likely to believe that their concerns were addressed fairly, reducing their hesitancy to speak up. Studies have shown that when procedural justice is high, employees are more willing to report issues, even when it involves reporting wrongdoing by colleagues or superiors, which contributes to a healthier organizational culture (Lind et al., 1993).

The third objective of this study sought to assess the extent to which distributive justice influence employee silence. The findings of the study revealed that distributive justice significantly impact employee silence. This result is consistent with Cropanzano et al. (2001) and Cohen-Charash and Spector (2001), has consistently demonstrated its role in shaping employees' overall perceptions of justice. When employees perceive that outcomes, such as salary raises or promotions, are distributed fairly, they are more likely to view their organization as just. This perception not only encourages employees to voice concerns but also enhances their commitment to the organization (Cohen-Charash &

Spector, 2001). Fair distribution practices create a sense of equity, motivating employees to engage in proactive behaviors, including offering suggestions and feedback.

The final objective of the study sought to assess the extent to which interactional justice influence employee silence. The findings of this study revealed that interactional justice significantly impact employees. This findings are consistent with Bies and Moag (1986) and Tyler and Blader (2003) assertions that interactional justice significantly influences employees' overall perceptions of employee silence. When employees experience respectful, honest, and considerate treatment in their interactions with colleagues and superiors, they are more likely to perceive their organization as just. Such positive interpersonal interactions create an environment where employees feel valued and respected, which reduces their inclination to remain silent about concerns (Leventhal, 1980). Moreover, studies have shown that interactional justice is closely tied to trust in management and leadership (Tyler & Blader, 2003). When employees trust their leaders, they are more likely to believe that their concerns were taken seriously, which encourages them to voice their opinions and share feedback openly.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.0 Overview

This study aimed to assess the influence of organizational justice and employees' silence among employees of Winneba District and High Court. The hypotheses formulated were subjected to statistical and inferential testing using Pearson's Product Moment Correlation and Regression Analysis to show the relationship that exists between the study variables as well as to establish the cause-effect relationships between the dimensions of organizational justice (distributive justice, interactional justice procedural justices) and employee wellbeing. The questionnaire was used as the main instrument to collect data and the data analysis followed thereof with the aid of Statistical Package for Social sciences (SPSS v.26). The results from the study proved the relevance of organizational justice in enhancing employee silence. Consequently, the proceeding sub-sections of the study present the summary of findings, conclusions, implications for practice and recommendations.

5.1 Key Findings

The first objective of this current study sought to find out the level of perception of justice among the employees. The study found that higher levels of perception of justice among employees are positively associated with reduced employee silence at Winneba District and High Court. When employees perceive their workplace as just and fair, they are more likely to engage in proactive behaviors, including voicing concerns and offering constructive feedback. Organizations that are perceived as unfair can foster a climate of resentment and frustration, leading to employee silence as a coping mechanism.

The second objective of this current study sought to assess the influence of procedural justice on employee silence. The results showed that procedural justice significantly impact employee silence. Employees who perceive procedural fairness are more inclined to voice their concerns and actively participate in organizational discussions at Winneba District High Court.

The third objective of this study sought to examine the influence of distributive justice on employee silence. The study found that procedural justice, characterized by fair decision-making processes, is positively associated with reduced employee silence. Employees who perceive procedural fairness are more inclined to voice their concerns and actively participate in organizational discussions at Winneba District and High Court. Trust in the organization is built through procedural justice. When employees trust that decisions are made fairly, they are more willing to engage and contribute actively to the organization at Winneba District High Court.

The fourth objective of this study sought to determine the influence of interactional justice on employee silence. The study found that distributive justice, related to the fairness of resource allocation and outcomes, has a positive relationship with reduced employee silence. When employees perceive equitable outcomes, they are more engaged and willing to voice concerns within the organization at Winneba District and High Court. Fair resource allocation reduces feelings of injustice or resentment, which are common triggers for employee silence. Perceptions of distributive justice encourage employee engagement and open communication.

5.2 Conclusions

Based on the findings of the study, it can be concluded that

Organizations should recognize the pivotal role of perceived justice in shaping employee behavior and attitudes. When employees perceive their workplace as just and fair, they are more likely to engage in open communication and contribute positively to the organization. Conversely, organizations that are perceived as unfair may face challenges associated with employee silence. A climate of perceived injustice can lead to resentment and frustration among employees, causing them to withhold their concerns and feedback at Winneba District and High Court.

Procedural justice, characterized by fair decision-making processes, is a critical factor in reducing employee silence. Organizations should prioritize transparent and inclusive decision-making to foster open communication and trust among employees. Trust in the organization is closely linked to procedural justice. When employees trust that decisions are made fairly, they are more likely to voice their concerns and actively participate in organizational discussions at Winneba District High Court.

Distributive justice, concerning the fairness of resource allocation and outcomes, has a significant impact on reducing employee silence. Organizations should strive for equitable distribution of rewards and opportunities to encourage employee engagement and open communication. Fair resource allocation reduces feelings of injustice and resentment, contributing to a more positive organizational culture where employees feel valued and motivated to share their concerns at Winneba District and High Court.

Interactional justice, characterized by respectful, considerate, and transparent communication, is a powerful driver in reducing employee silence. Organizations should promote respectful interpersonal interactions and transparent communication to create a positive and inclusive work environment. Interactional justice is closely associated with

trust in leadership. Leaders who prioritize interactional justice build trust among employees, which, in turn, encourages employees to voice their opinions and contribute to the organization's growth and improvement.

In the main, the findings from this study underscore the critical importance of organizational justice in shaping the communication climate within organizations. Perceived fairness, whether in the form of procedural, distributive, or interactional justice, plays a pivotal role in reducing employee silence and fostering open communication. Organizations that prioritize justice and fairness are more likely to create a positive work environment where employees feel valued, engaged, and motivated to share their concerns and feedback.

5.3 Recommendations

Based on the findings of the study, the following recommendations were made;

1. Management of Winneba District and High Court should prioritize fairness and justice in all aspects of organizational functioning, including decision-making, resource allocation, and interpersonal interactions.
2. Management of Winneba District and High Court should develop and communicate clear policies and procedures that emphasize transparency and fairness in various organizational processes.
3. Management of Winneba District and High Court should provide training and development opportunities for leaders and managers to enhance their skills in promoting procedural, distributive, and interactional justice.
4. Management of Winneba District and High Court should encourage leaders to model fair and respectful behavior in their interactions with employees.

5. Management of Winneba District and High Court should establish formal mechanisms for employees to voice their concerns, provide feedback, and suggest improvements without fear of reprisal.
6. Winneba District and High Court should actively seek and act upon employee input to demonstrate a commitment to fairness and responsiveness.

Limitations and Suggestions for Future Studies

Since this study was interested in understanding how organizational justice affects employee wellbeing relied on employees' self-reports as the only source of data on all the variables in our analyses. However, single source data raises concerns about common method variance. Future studies are encouraged to consider alternative sources of the variables studied. For instance, HR managers or Supervisors could report on the HR activities operating in the organization.

Third, further research can use a longitudinal design to confirm the causality of the hypothesized relationships. The conceptual framework and hypotheses generated for the study can be expanded to incorporate potential moderators such as job engagement and job stress. Generalization of the findings is another limitation of this work. The respondents in this study were all employees in the Winneba District and High Court. Accordingly, this study needs to be replicated in other kinds of organizations, particularly, those in the manufacturing sector.

More so, the study recommends that future researchers can conduct a comparative cross-cultural study that examines the relationship between organizational justice, employee silence, and cultural dimensions in various legal contexts. This research could explore how

perceptions of justice and communication behavior differ across legal systems and cultures, shedding light on the influence of cultural factors on organizational dynamics.



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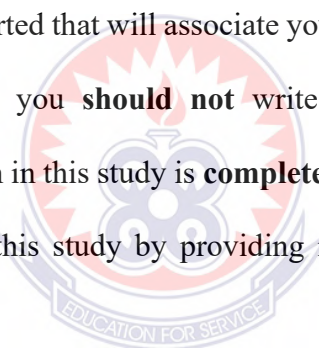
APPENDIX A

UNIVERSITY OF EDUCATION, WINNEBA

QUESTIONNAIRE FOR RESPONDENTS

Dear Respondents,

I am a final year student in the University of Education, Winneba who is writing a project work on the topic: **Perception of Organizational Justice and Employee Silence**. Your full participation will help make informed decisions about the **Perception of Organizational Justice and Employee Silence**. It would therefore be appreciated if you could provide responses to **all** items on the questionnaire, and do it **honestly**. You are assured of complete **confidentiality** and **anonymity** of all information provided. **Nothing** will ever be published or reported that will associate your name with your responses to the survey questions. Therefore, you **should not** write your name on any part of the instrument. Your participation in this study is **completely voluntary**. You hereby consent to voluntarily participate in this study by providing responses to items of the various sections of this instrument.



SECTION A

DEMOGRAPHIC CHARACTERISTICS

1. Sex:

a) Male []

b) Female []

2. Age

a) Below 30 years []

b) 31 – 40 years []

c) 41- 50 years []

d) Above 50 []

3. Years of working Experience

a. 1-5 years []

b. 6 – 10 years []

c. 11 and above []

SECTION B

THE EXTENT TO WHICH PROCEDURAL JUSTICE INFLUENCE

ORGANISATIONAL JUSTICE

(SOURCE: AJALA, 2017)

Please respond to the following statements on the extent to which procedural justice influence organisational justice. Indicate the extent to which you Strongly Agree-SA, Agree-A, Disagree-D and Strongly Disagree-SD to the statements below

Directions: Indicate with a circle [O] your level knowledge on the extent to which procedural justice influence organisational justice. Where: *SA = Strongly Agree, (4), A = Agree, (3) D = Disagree, (2) and SD = Strongly Disagree (1)*

sn	Statements	SA	A	D	SD
1	Job decisions are not made by managers in a biased manner				
2	My managers make sure that all employee concerns are heard before Job decisions are made				
3	To make job decisions, my managers collect accurate and complete information				

4	My manager clarifies decisions and provides additional information when requested by employees				
5	All job-related decisions are applied consistently to all affected employees				
6	Employees are allowed to challenge or appeal job decisions made by their managers				

SECTION C

THE EXTENT TO WHICH DISTRIBUTIVE JUSTICE INFLUENCE

ORGANISATIONAL JUSTICE

(SOURCE: AJALA, 2017)

Please respond to the following statements on the extent to which distributive justice influence organisational justice. Indicate the extent to which you Strongly Agree-SA, Agree-A, Disagree-D and Strongly Disagree-SD to the statements below

Directions: Indicate with a circle [O] your level knowledge on the extent to which distributive justice influence organisational justice. Where: *SA = Strongly Agree, (4), A = Agree, (3) D = Disagree, (2) and SD = Strongly Disagree (1)*

sn	Statements	SA	A	D	SD
1	My work schedule is fair				
2	I think that my level of pay is fair				
3	I consider my work load to be quite fair				
4	Overall, the rewards I receive are quite fair				
5	I feel that my job responsibilities are quite fair				

SECTION D

THE EXTENT TO WHICH INTERACTIONAL JUSTICE INFLUENCE

ORGANISATIONAL JUSTICE

(SOURCE: AJALA, 2017)

Please respond to the following statements on the extent to which interactional justice influence organisational justice. Indicate the extent to which you Strongly Agree-SA, Agree-A, Disagree-D and Strongly Disagree-SD to the statements below

Directions: Indicate with a circle [O] your level knowledge on the extent to which interactional justice influence organisational justice. Where: SA = Strongly Agree, (4), A = Agree, (3) D = Disagree, (2) and SD = Strongly Disagree (1)

sn	Statements	SA	A	D	SD
1	When decisions are made about my job, the manager treats me with kindness and consideration				
2	When decisions are made about my job, the manager treats me with respect and dignity				
3	When decisions are made about my job, the manager is sensitive to my personal needs				
4	When decisions are made about my job, the manager deals with me in a truthful manner				
5	When decisions are made about my job, the manager shows concern for my rights as an employee				
6	Concerning decisions made about my job, the manager discusses with me the implications of the decisions				

7	The manager offers adequate justification for decisions made about my job				
8	When making decisions about my job, the manager offers explanations that make sense to me				
9	My manager explains very clearly any decisions made about my job				

SECTION E

EMPLOYEES' SILENCE

(SOURCE: AJALA, 2017)

Please respond to the following statements on the extent to which *employees' silence* influence organisational justice. Indicate the extent to which you Strongly Agree-SA, Agree-A, Disagree-D and Strongly Disagree-SD to the statements below

Directions: Indicate with a circle [O] your level knowledge on the extent to which *employees' silence* influence organisational justice. Where: SA = Strongly Agree, (4), A = Agree, (3) D = Disagree, (2) and SD = Strongly Disagree (1)

sn	Statements	SA	A	D	SD
1	Although employees know the shortcomings of the managers, they do not express this situation				
2	Employees take the negative response from the managers and colleagues because of expressing their views				

3	Employees' emotions and thoughts support organisational learning and development				
4	Managers in my institution are not open to employees' opinions on new practices/issues				
5	Employees prefer to be silent rather than talk in trouble situations				
6	Employees avoid talking about specific topics				
7	Employees cannot articulate their feelings and thoughts in all events and situations in the workplace				
8	The failure of employees to express their views is due to the authoritarian behaviour of the managers				
9	Waste and losses at the institution prevent employees to express themselves				
10	Not being fair to employees prevents employees to express their views				
11	Employees fear of ignorance and inexperience prevent them from expressing their feelings				
12	Managers' 'Best I Know' attitude has a negative effect on employees				
13	The low performance of the managers prevents the employees from expressing their problems				
14	Not trusting the managers prevents the employees to express their feelings and thoughts in the workplace				

15	Employees do not express feelings and thoughts with concern that they will be excluded				
16	Employees feel insecure when they express their feelings and thoughts				
17	Because employees do not want to look like troublemakers and complainants, they prefer to be silent in the face of events and situations				
18	Internal dissatisfactions of employees' triggers worry and stress				

THANK YOU



APPENDIX 'B'**RELIABILITY TEST RESULTS OF OVERALL THE INSTRUMENT****Case Processing Summary**

		N	%
Cases	Valid	356	100.0
	Excluded ^a	0	.0
	Total	356	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.807	39

**RELIABILITY TEST RESULTS OF THE INSTRUMENT
EXTENT TO WHICH PROCEDURAL JUSTICE INFLUENCE
ORGANISATIONAL JUSTICE**

Case Processing Summary

		N	%
Cases	Valid	30	100.0
	Excluded ^a	0	.0
	Total	30	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.698	06

**RELIABILITY TEST RESULTS OF THE INSTRUMENT
EXTENT TO WHICH DISTRIBUTIVE JUSTICE INFLUENCE
ORGANISATIONAL JUSTICE**

Case Processing Summary

		N	%
Cases	Valid	30	100.0
	Excluded ^a	0	.0
	Total	30	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.791	09

RELIABILITY TEST RESULTS OF THE INSTRUMENT

EXTENT TO WHICH INTERACTIONAL JUSTICE INFLUENCE ORGANISATIONAL JUSTICE

Case Processing Summary

		N	%
Cases	Valid	30	100.0
	Excluded ^a	0	.0
	Total	30	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.813	09

RELIABILITY TEST RESULTS OF THE INSTRUMENT

EMPLOYEES SILENCE

Case Processing Summary

		N	%
Cases	Valid	30	100.0
	Excluded ^a	0	.0
	Total	30	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.682	18