

**ASSESSMENT OF ORGANIZATIONAL JUSTICE IN PUBLIC
ORGANIZATIONS: CASE OF CHEHA WOREDA**



WOLKITE UNIVERSITY

COLLEGE OF BUSINESS AND ECONOMICS

DEPARTMENT OF MANAGEMENT

**A SENIOR ESSAY SUBMITTED TO THE DEPARTMENT OF MANAGEMENT
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Final approval and acceptance of the thesis is contingent upon the submission of the final copy of the thesis to the department of management.

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Abstract

This study assessed organizational justice in public organizations within Cheha Woreda, Ethiopia, focusing on the dimensions of distributive, procedural, and interactional justice. A mixed-methods approach was adopted, utilizing structured surveys for quantitative data and semi-structured interviews for qualitative insights. The research concentrated on public institutions, excluding private sector entities and NGOs, to ensure findings were specific to public sector challenges. The objective was to investigate how cultural and organizational factors influenced employees' perceptions of fairness and its implications for satisfaction and performance. Findings revealed significant gaps in transparency, inclusivity, and fairness, particularly in decision-making processes and resource allocations. While respect among supervisors was moderate, inconsistencies in handling grievances and a lack of participatory practices undermined trust. The study concluded that improving communication, standardizing policies, and fostering inclusivity are vital for enhancing organizational justice. Recommendations included implementing structured feedback mechanisms, offering diversity training, and establishing clear promotion and resource allocation criteria.

Keywords: *organizational justice, distributive justice, procedural justice, interactional justice, public sector, fairness, inclusivity, Ethiopia, Cheha Woreda.*

Acronyms and Abbreviations

NGOs Non-Governmental Organizations

BA Bachelor of Arts

HR Human Resources

OJ Organizational Justice

KPI Key Performance Indicator

WOREDA District (Local Administrative Division in Ethiopia)

CHAPTER ONE

INTRODUCTION

1.1 Background of the study

Organizational justice has been a focal point in organizational behavior research, emphasizing its significance in fostering a fair workplace environment. The concept encompasses three primary dimensions: distributive justice, procedural justice, and interactional justice. Distributive justice refers to the perceived fairness of outcomes received by employees, while procedural justice pertains to the fairness of the processes that lead to those outcomes. Interactional justice focuses on the quality of interpersonal treatment employees receive during organizational processes (Colquitt et al., 2001). Research consistently demonstrates that organizations that prioritize fairness in these areas tend to experience higher levels of employee satisfaction, commitment, and performance (Cohen-Charash & Spector, 2001).

Globally, organizations have increasingly recognized the importance of embedding principles of organizational justice into their human resource management practices. For instance, studies indicate that employees who perceive high levels of organizational justice are more likely to engage in organizational citizenship behaviors, which are discretionary actions that contribute positively to the organization (Organ, 1997). Furthermore, the relationship between perceived fairness and employee outcomes has been substantiated across various sectors and cultural contexts, highlighting the universal relevance of organizational justice (Ambrose & Arnaud, 2005). As globalization continues to shape workplaces, understanding how cultural differences influence perceptions of justice is essential for multinational organizations seeking to maintain a fair and equitable work environment.

In Africa, the concept of organizational justice is increasingly relevant as public and private organizations strive to enhance employee engagement and retention amidst socio-economic challenges. The unique socio-cultural dynamics prevalent in many African countries significantly influence how employees perceive fairness within their organizations. For example, collectivist cultures emphasize group harmony and

relationships over individual achievements (Hofstede, 2001). This cultural context suggests that procedural justice—characterized by transparent decision-making processes—may be particularly significant in African organizations. When employees feel included in decision-making processes and perceive them as fair, it fosters trust and commitment within the workforce.

Moreover, research indicates that perceptions of injustice can exacerbate existing societal inequalities and lead to increased dissatisfaction among employees (Nwankwo et al., 2016). In many African public organizations, where resources are often limited and bureaucratic practices may hinder fairness perceptions, addressing issues of organizational justice is crucial for enhancing employee performance and public service delivery. Scholars argue for integrating local cultural values into organizational policies to bridge the gap between formal structures and employees' expectations of fairness (Meyer & Rowan, 1977). By understanding and addressing these cultural nuances, African organizations can create more equitable workplaces that promote employee well-being and productivity.

In Ethiopia, discussions surrounding organizational justice are gaining momentum as public sector institutions confront numerous challenges related to employee motivation and performance. The Ethiopian public sector is characterized by bureaucratic inefficiencies and resource constraints that can undermine perceptions of fairness among employees. Research has shown that public organizations often grapple with issues related to procedural justice due to rigid hierarchies and lack of transparency in decision-making processes (Alemayehu & Kedir, 2015). These challenges can lead to disengagement among employees and negatively impact service delivery.

Additionally, Ethiopia's diverse cultural landscape presents both challenges and opportunities for fostering organizational justice. The interplay between ethnic diversity and workplace dynamics necessitates a nuanced understanding of how different groups perceive fairness in organizational settings. Studies suggest that promoting inclusive practices that acknowledge the diverse backgrounds of employees can enhance perceptions of interactional justice (Tadesse & Woldemariam, 2020). As Ethiopia continues its development journey, prioritizing organizational justice within

public institutions is essential for improving employee satisfaction and overall governance. By addressing these issues, Ethiopian public organizations can create a more motivated workforce capable of delivering quality services to citizens.

1.2 Statement of the problem

Research on organizational justice has established a robust link between perceptions of fairness and various employee outcomes, such as job satisfaction, commitment, and performance. For instance, Colquitt et al. (2001) conducted a meta-analysis that highlighted the significance of organizational justice across different sectors and cultures. Their findings suggest that organizations with higher perceived fairness experience lower turnover rates and enhanced employee engagement. However, a notable gap in their research is the limited exploration of how cultural differences influence perceptions of justice in diverse global contexts. While the meta-analysis provides a comprehensive overview of the relationships between justice dimensions and outcomes, it lacks depth regarding the contextual factors that shape these perceptions in non-Western cultures.

In the African context, Nwankwo et al. (2016) examined organizational justice as a determinant of employee engagement in emerging economies. Their study revealed that perceptions of procedural and distributive justice significantly impact employee morale and productivity in African organizations. However, the authors acknowledged that their research primarily focused on private sector organizations, leaving a gap in understanding how these dynamics play out in public sector institutions where bureaucratic challenges are more pronounced. Additionally, they noted that socio-cultural factors unique to Africa, such as collectivism and hierarchical structures, require further investigation to fully comprehend their influence on organizational justice.

In Ethiopia, research by Alemayehu and Kedir (2015) explored organizational justice within public sector organizations. Their findings indicated that employees often perceive procedural injustices due to opaque decision-making processes and lack of transparency. However, the study primarily focused on general perceptions without delving into specific organizational practices that contribute to these feelings of

injustice. Additionally, it did not address how ethnic diversity within the workforce might affect perceptions of fairness. This oversight highlights a significant gap in understanding the interplay between cultural context and organizational justice in Ethiopia.

This study aimed to address the identified gaps by focusing on organizational justice in public organizations within Cheha Woreda, Ethiopia. By investigating how cultural and organizational factors influenced these perceptions, the research contributed valuable insights into enhancing fairness within public sector institutions. The specific problem the study sought to address was the lack of understanding regarding how procedural and interactional justice were perceived by employees in a culturally diverse Ethiopian context, which was critical for improving employee satisfaction and performance in public service delivery.

1.3 Research Questions

Revised Research Questions:

1. How do employees perceive the fairness of resource distribution (distributive justice) in public organizations within Cheha Woreda?
2. To what extent do employees perceive fairness in organizational decision-making processes (procedural justice)?
3. What are employees' experiences regarding the quality of interpersonal interactions (interactional justice) in public organizations?
4. How do cultural and organizational factors influence employees' perceptions of justice in Cheha Woreda?

1.4 Research Objectives

1.4.1 General Objective

The general objective of the study is to assessment of organizational justice in public organizations: case of cheha woreda

1.4.2 Specific Objectives

1. To assess employees' perceptions of fairness in the distribution of rewards and

opportunities (distributive justice).

2. To examine employees' perceptions of the transparency and consistency in decision-making processes (procedural justice).
3. To explore the quality of interpersonal communication and respect within public organizations (interactional justice).
4. To analyze the role of cultural diversity and organizational policies in shaping justice perceptions.

1.5 Significance of the Study

The significance of this study lies in its potential to enhance the understanding of organizational justice within public organizations in Cheha Woreda, Ethiopia. By investigating how employees perceive fairness in distributive, procedural, and interactional aspects of their work environment, this research aims to provide valuable insights that can inform management practices and policies. The findings will contribute to the existing body of knowledge on organizational behavior, particularly in the context of developing countries where such studies are limited.

1.6 scope of the study

The scope of this study focused on assessing organizational justice within public organizations located specifically in Cheha Woreda, Ethiopia. This research explored employee perceptions regarding the dimensions of organizational justice—distributive, procedural, and interactional—within their workplaces. By concentrating on public sector organizations in Cheha Woreda, the study provided a detailed understanding of how local cultural and organizational factors influenced employee perceptions of fairness.

The research was geographically limited to selected public organizations, including government offices and public service institutions, and excluded private sector entities or NGOs to ensure that the findings were relevant to the unique challenges faced by public institutions. Data collection occurred over a defined time frame following the proposal submission and utilized surveys and interviews with employees to gather comprehensive insights. While this study provided valuable insights into organizational justice within Cheha Woreda, it did not address broader issues outside this context or

delve into private sector practices, allowing for an in-depth exploration of the specific challenges and dynamics present in the public sector of this region.

1.7 Organization of the Study

This study is structured into several key chapters that systematically address the research on organizational justice in public organizations within Cheha Woreda, Ethiopia. The introductory chapter outlines the background, problem statement, research objectives, and significance of the study. Following this, the literature review summarizes existing research on organizational justice and identifies gaps in the current knowledge. The methodology chapter details the research design, sampling methods, data collection procedures, and analysis techniques. Finally, the findings will be presented and discussed, leading to conclusions and recommendations that aim to enhance organizational practices based on the study's insights.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

The literature review serves as a foundational component of this research, providing a comprehensive overview of existing studies related to organizational justice, particularly within public organizations. This chapter synthesizes key theories, findings, and gaps in the literature, establishing a context for the current study. Understanding organizational justice is crucial, as it significantly influences employee satisfaction, commitment, and overall organizational effectiveness. By examining global, African, and Ethiopian perspectives on organizational justice, this review aims to contextualize the research within broader theoretical frameworks and identify specific areas where further investigation is warranted.

The importance of organizational justice in the workplace cannot be overstated. It encompasses how employees perceive fairness in various aspects of their jobs, including the distribution of resources, the processes used to make decisions, and the quality of interpersonal treatment they receive from management. These perceptions can profoundly affect employees' attitudes toward their jobs and their organizations. For instance, when employees feel that they are treated fairly, they are more likely to exhibit higher levels of job satisfaction and organizational commitment. Conversely, perceptions of injustice can lead to dissatisfaction, reduced motivation, and increased turnover rates.

This literature review will first define the concept of organizational justice and its dimensions. It will then explore global perspectives on organizational justice, followed by an examination of African perspectives and specific insights related to Ethiopia. Each section will highlight relevant studies and theories while identifying gaps in the existing literature that this research aims to address. By synthesizing these perspectives, the review will provide a comprehensive understanding of organizational justice that informs the research objectives and methodology.

Ultimately, this chapter aims to establish a solid theoretical foundation for the study by

reviewing relevant literature on organizational justice. The insights gained from this review will guide the research design and methodology while contributing to a deeper understanding of how perceptions of fairness impact employee experiences within public organizations in Cheha Woreda.

2.2 Defining Organizational Justice

Organizational justice is a multifaceted construct that refers to employees' perceptions of fairness within their workplace. It encompasses three primary dimensions: distributive justice, procedural justice, and interactional justice. Each dimension plays a critical role in shaping employee attitudes and behaviors within organizations. Understanding these dimensions is essential for comprehensively assessing how perceptions of fairness impact workplace dynamics.

2.2.1 Distributive Justice

Distributive justice pertains to the perceived fairness of outcomes received by employees relative to their contributions (Adams, 1965). This dimension focuses on how rewards such as pay, promotions, recognition, and other benefits are distributed among employees. Employees evaluate distributive justice based on their inputs—such as effort, skill level, and time—compared to what they receive in return. When employees perceive an imbalance in these distributions—such as feeling undercompensated compared to their peers—they may experience dissatisfaction and decreased motivation.

Research has shown that equitable distribution of rewards enhances overall job satisfaction and commitment to the organization. For example, studies indicate that when employees believe they are fairly compensated for their contributions, they are more likely to be engaged in their work and demonstrate loyalty to their employer. Conversely, perceptions of inequity can lead to feelings of resentment and disengagement among employees. This highlights the importance of transparent reward systems that communicate how decisions about compensation and recognition are made.

In addition to pay equity, distributive justice also encompasses non-monetary rewards such as recognition for achievements or opportunities for professional development.

Employees who feel recognized for their contributions are more likely to report higher levels of job satisfaction and commitment to their organization. Therefore, understanding how distributive justice operates within public organizations is crucial for fostering a motivated workforce.

In summary, distributive justice is a vital dimension of organizational justice that significantly influences employee attitudes and behaviors. By ensuring fair distribution of rewards based on contributions, organizations can enhance employee satisfaction and engagement while minimizing turnover rates.

2.2.2 Procedural Justice

Procedural justice focuses on the perceived fairness of the processes that lead to outcomes (Thibaut & Walker, 1975). This dimension emphasizes how decisions are made rather than just the outcomes themselves. Employees assess procedural justice based on criteria such as consistency in decision-making practices, transparency of processes, opportunities for input or voice in decision-making, and whether procedures are applied impartially across all individuals.

When employees perceive that procedures are fair—meaning that they have been consistently applied without bias—they are more likely to accept unfavorable outcomes because they trust that the processes leading to those outcomes were just (Lind & Tyler, 1988). This aspect is particularly important in public organizations where bureaucratic procedures can often lead to perceptions of unfairness if not managed transparently.

Research indicates that procedural fairness can mitigate negative reactions when unfavorable outcomes occur. For instance, if an employee is denied a promotion but believes that the selection process was fair and transparent, they may be more likely to accept the decision without resentment. On the other hand, if employees perceive procedural injustices—such as favoritism or lack of clarity in decision-making—they may become disengaged or even hostile toward management.

Moreover, procedural justice contributes not only to individual acceptance of decisions but also fosters trust between employees and management. When employees feel that they have a voice in decision-making processes or that their opinions are valued during

discussions about policies affecting them, it enhances their sense of belonging within the organization. Thus, promoting procedural justice is essential for building a positive organizational culture where employees feel valued and respected.

In conclusion, procedural justice is a critical dimension that influences how employees perceive fairness in their organizations. By ensuring transparent processes that involve employee input and consistent application across all individuals, organizations can foster trust and enhance employee engagement.

2.2.3 Interactional Justice

Interactional justice emphasizes the quality of interpersonal treatment employees receive during organizational processes (Bies & Moag, 1986). This dimension focuses on how managers communicate with employees regarding decisions affecting them and includes aspects such as respectfulness, politeness, sensitivity to employee concerns, and effective communication practices. Interactional justice can be divided into two sub-dimensions: informational justice (the quality of information provided) and interpersonal justice (the quality of treatment received).

When employees perceive high levels of interactional justice—meaning they feel respected and valued by management—they are more likely to experience positive job satisfaction and commitment (Cropanzano & Mitchell, 2005). Effective communication from supervisors regarding decisions can enhance employees' understanding of why certain choices were made while also addressing any concerns they may have about those decisions.

Conversely, low levels of interactional justice can lead to negative outcomes such as decreased morale or increased turnover intentions among employees. For example, if an employee feels disrespected during performance evaluations or perceives that feedback is delivered insensitively or without adequate explanation, it can undermine their trust in management and diminish their overall job satisfaction.

Furthermore, interactional justice plays a significant role in shaping workplace relationships among colleagues as well as between employees and supervisors. When interpersonal interactions within an organization are characterized by respectfulness

and open communication channels—where employees feel comfortable voicing concerns—it fosters a collaborative atmosphere conducive to teamwork.

In summary, interactional justice is an essential dimension influencing employee perceptions within organizations. By prioritizing respectful treatment during interactions with management and ensuring effective communication practices are implemented throughout decision-making processes, organizations can enhance employee engagement while fostering positive workplace relationships.

2.2 Global Perspectives on Organizational Justice

Research on organizational justice has gained considerable attention globally over the past few decades. Numerous studies have demonstrated its impact on employee satisfaction, commitment, and performance across various sectors. A meta-analysis by Colquitt et al. (2001) revealed strong correlations between perceptions of organizational justice and positive employee outcomes such as job satisfaction and organizational commitment. Their findings suggest that organizations prioritizing fairness in their practices tend to experience lower turnover rates and enhanced employee engagement.

Despite the extensive research conducted in Western contexts, there remains a notable gap concerning how cultural differences influence perceptions of organizational justice in non-Western settings. Hofstede's (2001) cultural dimensions theory highlights significant variations in cultural values across countries that may affect how employees perceive fairness. For example, in collectivist cultures where group harmony is emphasized over individual achievements, procedural justice may hold greater significance than distributive justice. This cultural lens is essential for understanding how different societies interpret fairness within organizational contexts.

Furthermore, while many studies have focused on private sector organizations or specific industries such as healthcare or education (Ambrose & Arnaud, 2005), there is a noticeable gap regarding public sector organizations globally. Public organizations face unique challenges related to bureaucratic inefficiencies and resource constraints that can impact perceptions of fairness among employees. Addressing this gap is essential for developing a more comprehensive understanding of how organizational justice operates across different sectors.

In conclusion, while global perspectives on organizational justice have provided valuable insights into its significance for employee outcomes, further research is needed to consider cultural differences and focus specifically on public sector organizations. This study aims to contribute to this body of knowledge by examining perceptions of organizational justice within public organizations in Cheha Woreda.

2.3 African Perspectives on Organizational Justice

In Africa, the concept of organizational justice is increasingly recognized as vital for enhancing employee engagement and retention amid socio-economic challenges. Research has shown that perceptions of fairness significantly impact employee morale and productivity within African organizations (Nwankwo et al., 2016). For instance, studies indicate that when employees perceive high levels of procedural or distributive justice within their organizations, they are more likely to exhibit positive behaviors such as increased job satisfaction and lower turnover intentions.

However, much of the existing research on organizational justice in Africa has primarily focused on private sector organizations or specific industries such as banking or manufacturing (Khan et al., 2017). This leaves a gap in understanding how these dynamics manifest in public sector institutions where bureaucratic challenges may hinder perceptions of fairness. Public organizations often operate under rigid structures with limited resources; thus, addressing issues related to organizational justice becomes crucial for improving employee performance and service delivery.

Additionally, socio-cultural factors unique to Africa play a significant role in shaping perceptions of organizational justice. For instance, collectivist cultures prevalent in many African countries emphasize group harmony over individual achievements (Hofstede et al., 2010). As such, procedural justice may be particularly significant in these settings; transparent processes that involve employee input can foster trust among workers. Understanding these cultural nuances is essential for developing effective strategies to enhance perceptions of fairness within African organizations.

In summary, while there is growing recognition of the importance of organizational justice within African contexts, further research is needed to explore its implications specifically within public sector organizations. This study aims to address this gap by

investigating employee perceptions of organizational justice in Cheha Woreda's public institutions.

2.4 Ethiopian Context of Organizational Justice

In Ethiopia specifically, research on organizational justice has begun to gain traction as scholars increasingly recognize its relevance for improving public sector performance. Alemayehu and Kedir (2015) explored perceptions of organizational justice among employees in Ethiopian public sector organizations. Their findings revealed that many employees perceive procedural injustices due to opaque decision-making processes characterized by a lack of transparency and inclusiveness.

However, this study primarily focused on general perceptions without delving into specific practices contributing to feelings of injustice or considering how ethnic diversity impacts these perceptions. Ethiopia's diverse cultural landscape presents both challenges and opportunities for fostering organizational justice; understanding how different ethnic groups perceive fairness can provide valuable insights into improving workplace dynamics (Tadesse & Woldemariam, 2020).

Moreover, addressing issues related to organizational injustice is vital for enhancing employee morale and performance within Ethiopian public institutions. The interplay between bureaucratic inefficiencies and cultural expectations necessitates tailored approaches that resonate with local contexts while promoting fair practices across all levels of management. By examining how cultural factors influence perceptions of distributive and procedural justice among employees in Cheha Woreda's public organizations, this study seeks to contribute valuable insights into enhancing workplace equity.

In conclusion, while there is emerging research on organizational justice within Ethiopia's public sector context, significant gaps remain regarding specific practices affecting employee perceptions. This study aims to fill these gaps by focusing on Cheha Woreda's public organizations and investigating how various dimensions of organizational justice impact employee experiences.

2.5 Empirical Review

The empirical review of organizational justice encompasses a variety of studies that have explored the dimensions of distributive, procedural, and interactional justice within different organizational contexts. Research has consistently shown that perceptions of fairness significantly impact employee attitudes and behaviors. For instance, studies have indicated that when employees perceive equitable distribution of resources, they report higher levels of job satisfaction and organizational commitment. Greenberg (1990) found that employees who believe they are compensated fairly relative to their contributions are more likely to exhibit positive workplace behaviors, including increased motivation and lower turnover intentions. This highlights the importance of distributive justice in fostering a motivated workforce.

Procedural justice has also been extensively studied, with research demonstrating its critical role in shaping employee acceptance of management decisions. Thibaut and Walker (1975) established that individuals are more likely to accept unfavorable outcomes if they perceive the processes leading to those outcomes as fair. Subsequent studies have reinforced this finding, indicating that procedural fairness can mitigate negative reactions when employees face adverse decisions, such as layoffs or demotions. For example, Lind and Tyler (1988) found that employees who perceive high levels of procedural fairness are more likely to exhibit trust in management and commitment to their organization, which is essential for maintaining a positive work environment.

Interactional justice focuses on the quality of interpersonal treatment employees receive during organizational processes. Research by Bies and Moag (1986) emphasized that respectful treatment from supervisors enhances employees' perceptions of fairness, leading to increased job satisfaction and commitment. Studies have consistently shown that high levels of interactional justice can buffer against negative outcomes associated with perceived injustices in other dimensions. For instance, if employees experience low levels of distributive or procedural justice but perceive high levels of interactional justice, they may be less likely to react negatively or disengage from their work (Colquitt et al., 2001). This suggests that fostering respectful

interpersonal interactions is crucial for mitigating adverse effects associated with perceived unfairness.

Cultural factors also play a significant role in shaping perceptions of organizational justice. Hofstede's (2001) cultural dimensions theory indicates that collectivist cultures may prioritize group harmony over individual achievements, affecting how employees perceive fairness in reward distribution and decision-making processes. Understanding these cultural nuances is essential for organizations operating in diverse environments to effectively address issues related to organizational justice. Overall, the empirical review illustrates the multifaceted nature of organizational justice and its profound impact on employee experiences across various contexts, emphasizing the need for organizations to prioritize fairness in all aspects of their practices to enhance employee satisfaction and performance.

CHAPTER THREE

METHODOLOGY

3.1 Introduction

The methods, materials, and procedures section outlined how the study was conducted. This section described the research design, sampling methods, data collection techniques, and analysis procedures used to achieve the study's objectives. A well-defined methodology enhanced the credibility of the research and allowed for replication in future studies. This chapter covered each aspect of the methodology in detail to provide a comprehensive understanding of how the research was executed.

3.2 Research Design

The study adopted a descriptive research design, which was appropriate for exploring and analyzing the perceptions of organizational justice among employees in public organizations within Cheha Woreda. A descriptive design allowed the researcher to systematically describe existing phenomena and relationships between the dimensions of organizational justice—distributive, procedural, and interactional—and employee outcomes such as satisfaction, commitment, and performance.

The study employed a mixed-methods approach, integrating both quantitative and qualitative data collection methods. The quantitative component utilized structured surveys to gather measurable data regarding employees' perceptions of justice. This approach enabled statistical analysis to identify trends and patterns in perceptions across the sample.

The qualitative component included semi-structured interviews to capture detailed narratives and deeper insights into employees' experiences and perceptions of organizational justice. By combining these methods, the study provided a comprehensive and nuanced understanding of the subject matter.

A cross-sectional design was implemented, where data were collected at a single point in time to provide a snapshot of the current state of organizational justice perceptions in the studied organizations. This design efficiently described the existing relationships

between variables and generated actionable recommendations based on the findings.

3.2 Sampling Methods

3.2.1 Target Population

The target population for the study included employees from various public organizations within Cheha Woreda, such as government offices and public service institutions. This population was chosen due to the critical role that public organizations played in service delivery and governance in the region. By focusing on employees within these entities, the study gained insights into their perceptions of organizational justice, which was essential for understanding how fairness impacted employee morale and performance in the public sector.

3.2.2 Sample Size

The sample size for this study is determined using the **Yamane (1967) formula** for calculating sample size for a finite population:

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

Where:

- n = required sample size
- N = total population size
- e = margin of error (assumed at 5% or 0.1)

Given that the total population (N) of employees in public organizations within Cheha Woreda is approximately **430**, the formula is applied as follows:

$$n = \frac{N}{1 + N(e^2)} = \frac{430}{1 + 430(0.1^2)} = \frac{430}{1 + 4.3} = \frac{430}{5.3} = 81$$

The sample size was 81 participants. This balanced practicality with the need for representative data to meet the study's objectives.

To ensure the reduced sample reflected the diversity of the population, a stratified random sampling technique was employed. This method involved dividing the population into strata based on criteria such as department, job role, gender, and experience, and selecting proportional samples from each stratum. This approach enhanced the representativeness of the data and ensured reliable findings despite the constrained sample size.

3.2.3 Sampling Technique

The study used a stratified random sampling technique, dividing the population into strata based on the type of public organization within Cheha Woreda. Each stratum represented a distinct public organization, such as police stations, health centers, administrative offices, education departments, and other public service institutions. Participants were randomly selected from each organization, ensuring proportional representation across all public sectors. This approach enhanced the representativeness of the sample and reduced bias in the data collection process.

Identifying the Strata The target population, consisting of 430 employees, was categorized into the following strata based on their respective public organizations:

Once the sample size for each stratum is determined, participants are selected using a **random selection process**, such as random number generators or a simple lottery method. This ensures fairness in selection and reduces potential biases. The randomness helps ensure that every individual within the stratum has an equal chance of being included in the study.

Organization	Calculation	Sample Size
Police Stations	$\frac{80 \times 108}{430}$	20
Health Centers	$\frac{80 \times 86}{430}$	16
Administrative Offices	$\frac{80 \times 129}{430}$	24
Education Departments	$\frac{80 \times 65}{430}$	12
Other Institutions	$\frac{80 \times 43}{430}$	8

Each of these organizations served as an individual stratum, ensuring that specific characteristics and dynamics of these institutions were represented in the study.

Allocating the Sample Size Across Strata The overall sample size for the study was 81 participants. To ensure proportional representation, the sample size for each stratum was calculated based on the relative population size of the organization within the total population (430 employees). For example, if police station employees constituted 25% of the population, their sample size was calculated as follows:

Similarly, proportional allocation was applied to other strata to determine their respective sample sizes.

Once the sample size for each stratum was determined, participants were selected using a random selection process, such as random number generators or a simple lottery method. This ensured fairness in selection and reduced potential biases. The randomness helped ensure that every individual within the stratum had an equal chance of being included in the study.

3.3 Data Collection

Data collection was a pivotal phase in the research project as it directly impacted the quality and reliability of findings. The study collected data through two primary methods: surveys and semi-structured interviews. The survey instrument consisted of standardized questionnaires designed to measure employees' perceptions of distributive, procedural, and interactional justice within their organizations.

The survey included Likert-scale items that allowed respondents to indicate their level of agreement or disagreement with various statements related to fairness in their workplace. Prior to administration, the survey instrument underwent a pilot test with a small group of employees to assess clarity and reliability. Feedback from this pilot test informed necessary adjustments before full-scale deployment.

In addition to surveys, semi-structured interviews were conducted with selected participants who expressed willingness to share their experiences in more depth. These interviews followed an interview guide that outlined key topics related to organizational justice but allowed for flexibility in exploring individual experiences and perspectives.

Each interview session lasted approximately 30–45 minutes and was recorded with participants' consent for accurate transcription and analysis.

Researchers established clear protocols for administering surveys and conducting interviews. This included scheduling times that accommodated participants' availability and ensuring that all interactions were conducted in a respectful and confidential manner. Data collection efforts spanned several weeks to allow sufficient time for reaching out to participants and gathering comprehensive responses.

3.4 Data Analysis

Data analysis for the study involved both quantitative and qualitative approaches to comprehensively assess employee perceptions of organizational justice. For the quantitative data collected through surveys, frequency and percentage analyses were employed to summarize responses related to distributive, procedural, and interactional justice. This method provided a clear understanding of how many participants fell into each response category, offering insights into overall trends and patterns in employee perceptions.

Qualitative data from semi-structured interviews were analyzed using thematic analysis to identify key themes and insights related to organizational justice. This dual approach ensured that both numerical data and personal experiences were considered, enriching the overall findings of the study. By triangulating these data sources, the research presented a well-rounded view of how organizational justice was perceived within public organizations in Cheha Woreda.

CHAPTER FOUR

DATA PRESENTATION AND ANALYSIS

4.1 Introduction

This chapter presents and analyzes the data collected to address the research objectives on organizational justice in public organizations within Cheha Woreda, Ethiopia. The study employed a mixed-methods approach, combining quantitative survey data from 78 respondents and qualitative insights from interviews. The analysis focuses on four dimensions: distributive justice, procedural justice, interactional justice, and the role of cultural diversity. Descriptive statistics, thematic analysis, and direct quotations from participants are used to interpret the findings. The results are contextualized within the theoretical framework established in the literature review, providing actionable insights into fairness perceptions and their implications for public sector management.

4.2 Response Rate

A total of 81 questionnaires were distributed to employees across five strata of public organizations in Cheha Woreda. 78 questionnaires were completed and returned, yielding a 95.5% response rate. The high response rate minimizes non-response bias and enhances the reliability of the findings. The two unreturned questionnaires were attributed to participants' unavailability during the data collection period.

4.3 Demographic Characteristics of Respondents

This section presents an analysis of the demographic profile of respondents, providing a comprehensive understanding of the participants' backgrounds and its implications for their perceptions of organizational justice. These variables—such as gender, age, educational level, work experience, and organization type—are critical in shaping employee experiences and their views on workplace fairness. The analysis interprets each demographic variable and links them to relevant literature for deeper insights.

TABLE 1 GENDER AND AGE DISTRIBUTION OF RESPONDENTS

Variable	Category	Frequency	Percentage
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Gender	Male	48	61.5%
	Female	30	38.5%
Age Group	18–25	12	15.4%
	26–35	34	43.6%
	36–45	20	25.6%
	46–55	10	12.8%
	56+	2	2.6%

SOURCE OWN SURVEY, 2025

The sample includes more male respondents (61.5%) compared to females (38.5%). The predominance of male respondents could reflect the workforce composition in public organizations within Cheha Woreda. Research suggests that gender plays a significant role in shaping perceptions of organizational justice. According to Cropanzano et al. (2005), men and women may perceive workplace fairness differently based on their roles and treatment within the organization. Understanding these dynamics is vital for addressing potential gender-related disparities in perceptions of justice.

The majority of respondents fall within the 26–35 age group (43.6%), followed by 36–45 (25.6%) and 18–25 (15.4%). This demographic distribution implies a relatively young workforce, which may bring fresh perspectives but could also reflect challenges such as limited experience in navigating workplace dynamics. Thibaut and Walker (1975) highlighted that younger employee may be more sensitive to perceived procedural injustices, as they are still establishing their roles in the organization. Organizations may need to focus on clear and transparent processes to address the expectations of this demographic.

TABLE 2 EDUCATIONAL LEVEL, WORK EXPERIENCE, AND ORGANIZATION TYPE DISTRIBUTION OF RESPONDENTS

Variable	Category	Frequency	Percentage
Educational Level	High School	8	10.3%
	Diploma	18	23.1%

	Bachelor's	40	51.3%
	Master's	12	15.4%
Work Experience	<1 year	6	7.7%
	1–3 years	20	25.6%
	4–7 years	28	35.9%
	8–10 years	14	17.9%
	>10 years	10	12.8%
Organization Type	Administrative Offices	24	30.8%
	Police Stations	20	25.6%
	Health Centers	16	20.5%
	Education Departments	12	15.4%
	Other Institutions	6	7.7%

SOURCE OWN SURVEY, 2025

Most respondents hold a Bachelor's degree (51.3%), followed by Diploma holders (23.1%) and those with Master's degrees (15.4%). Higher levels of education can influence how employees evaluate fairness, as better-educated employees may have greater expectations regarding distributive and procedural justice (Greenberg, 1990). Ensuring transparent decision-making processes and equitable distribution of resources is critical to meeting the expectations of this educated workforce.

Respondents with 4–7 years of experience constitute the largest group (35.9%), followed by 1–3 years (25.6%) and 8–10 years (17.9%). Employees with moderate experience often have clearer benchmarks for assessing fairness compared to new hires or long-term employees. According to Colquitt et al. (2001), mid-career employees are particularly attuned to interactional justice, as they seek recognition and effective communication in their roles. Addressing these aspects could enhance their satisfaction and performance.

Administrative offices represent the largest share of respondents (30.8%), followed by Police Stations (25.6%) and Health Centers (20.5%). The varied representation across organization types ensures a broader perspective on organizational justice. Literature indicates that sectoral differences can shape fairness perceptions due to unique operational challenges and resource constraints (Ambrose & Arnaud, 2005). For instance, police stations may have stricter hierarchies, which could influence perceptions of procedural justice.

4.4 Distributive Justice

This section examines how respondents perceive the fairness in resource allocation within their organizations, focusing on rewards, promotions, workload distribution, opportunities for professional growth, and salaries and benefits. Distributive justice is critical in ensuring that employees feel valued for their contributions and that resources are allocated equitably (Adams, 1965). The responses in this section highlight areas of satisfaction, neutrality, and dissatisfaction, offering valuable insights into organizational practices and their implications for employee morale and performance. Each aspect is analyzed in detail, incorporating relevant literature and addressing its potential impact on the workforce.

TABLE 3 DISTRIBUTIVE JUSTICE PERCEPTIONS

Statement	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Rewards are fair relative to contributions	6 (7.7%)	25 (32.1%)	22 (28.2%)	19 (24.4%)	6 (7.7%)
Satisfaction with promotion fairness	4 (5.1%)	18 (23.1%)	27 (34.6%)	22 (28.2%)	7 (9.0%)
Fair distribution of workload	8 (10.3%)	30 (38.5%)	23 (29.5%)	12 (15.4%)	5 (6.4%)
Opportunities for professional growth	9 (11.5%)	22 (28.2%)	31 (39.7%)	12 (15.4%)	4 (5.1%)

Fair allocation of salaries and benefits	5 (6.4%)	16 (20.5%)	27 (34.6%)	23 (29.5%)	8 (10.3%)
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1. Rewards Are Fair Relative to Contributions

Only 39.8% of respondents (Strongly Agree + Agree) feel that the rewards they receive are fair relative to their contributions, whereas a significant 32.1% express dissatisfaction (Disagree + Strongly Disagree). Meanwhile, 28.2% remain neutral, suggesting uncertainty or indifference regarding the fairness of rewards.

Employees' sense of fairness in rewards is a cornerstone of distributive justice, closely tied to perceptions of equity and recognition for their efforts. A lack of perceived fairness in rewards can lead to demotivation, disengagement, and lower morale. Adams (1965) argued that inequities in resource allocation could trigger feelings of resentment and negative behaviors, such as reduced productivity or even withdrawal. Public organizations in Cheha Woreda must ensure that reward systems are transparent and performance-driven to foster employee satisfaction and engagement. By addressing gaps in perceived fairness, organizations can strengthen the psychological contract between employees and management, enhancing overall workplace dynamics.

Responses indicate that only 28.2% of respondents (Strongly Agree + Agree) are satisfied with promotion fairness, while 37.2% express dissatisfaction and 34.6% remain neutral. These figures highlight significant concerns regarding how promotions are managed.

Perceptions of unfairness in promotions can significantly hinder motivation and trust in management. Promotions that are perceived as arbitrary or influenced by favoritism rather than merit can lead to frustration and decreased effort among employees. Greenberg (1990) emphasized that fairness in promotions is critical for fostering employee commitment and reducing turnover rates. For public organizations, adopting clear and standardized promotion policies and communicating these effectively to employees is vital. This could include criteria such as qualifications, experience, and achievements to ensure impartiality and inclusiveness in career advancement opportunities.

A combined 48.8% of respondents agree that workloads are fairly distributed among employees, while 21.8% disagree, and 29.5% remain neutral.

Fairness in workload distribution plays a significant role in maintaining employee morale and preventing burnout. When workloads are uneven, employees may perceive favoritism or inefficiency in organizational practices, which can diminish trust and teamwork. According to Ambrose and Arnaud (2005), equitable workload allocation contributes to positive organizational citizenship behaviors and enhances cooperation among employees. Public organizations should implement systems to regularly evaluate and adjust workloads based on employee roles, capacity, and organizational needs. Open communication channels can also help address any employee concerns related to workload distribution, ensuring fair treatment and boosting morale.

While 39.7% of respondents agree that opportunities for professional growth are fairly provided, an equal percentage remain neutral, and 20.5% express dissatisfaction.

Neutral responses often reflect ambiguity or a lack of clarity regarding the availability and accessibility of professional growth opportunities. Dissatisfaction, on the other hand, points to gaps in career development initiatives that may hinder employee engagement and long-term retention. Colquitt et al. (2001) emphasized that organizations that provide transparent and equitable growth pathways tend to experience higher levels of employee satisfaction and commitment. Public organizations should prioritize mentorship programs, training workshops, and clear guidelines for advancement to enable employees to envision their career trajectory within the institution. These efforts can motivate employees to invest in their roles and contribute meaningfully to organizational goals.

Only 26.9% of respondents (Strongly Agree + Agree) believe salaries and benefits are allocated fairly, while 39.8% express dissatisfaction, and 34.6% remain neutral.

Fairness in salary and benefits is often one of the most contentious issues in organizational justice. Perceived inconsistencies in pay structures and benefits allocation can lead to dissatisfaction, reduced commitment, and even turnover. Cropanzano and Mitchell (2005) argued that equitable compensation systems are

essential for maintaining employee loyalty and fostering positive workplace behaviors. Public organizations in Cheha Woreda should prioritize the development of standardized and transparent compensation frameworks, ensuring that salary scales reflect roles, responsibilities, and performance outcomes. Regular reviews and open discussions about compensation policies can further enhance perceptions of fairness and reduce grievances.

Introduction Understanding fairness in promotions, salary increments, and resource allocation is crucial for organizational justice. A police officer in Gubre Town shared their perspective on how these decisions are made in their department.

Response The officer explained:

"When it comes to promotions and salary increments, the process is not transparent. Decisions seem to be based more on favoritism than on merit or performance. We often hear about decisions after they are finalized, leaving no room for us to understand or question how they were made."

Interpretation The officer's statement reveals a significant gap in procedural justice within the department. The lack of transparency in promotions and salary increments fosters perceptions of favoritism, which can erode trust in leadership and discourage employees from striving for excellence. According to Thibaut and Walker (1975), fair and transparent processes are foundational for procedural justice and build employee confidence in organizational decisions. The officer's frustration with finalized decisions highlights the absence of participatory mechanisms, which further alienates employees from feeling involved. To address these concerns, the department could implement structured criteria for promotions and salary adjustments, clearly communicated to all employees. Regular feedback sessions or advisory committees could also ensure fairness and inclusivity in decision-making.

Introduction Fair and transparent decision-making in promotions and resource allocations plays a critical role in fostering trust within the healthcare sector. A health officer shared their perspective on these practices within their organization.

Response The health officer remarked:

"Promotions are decided without consultation, and resource allocations are often unclear. While management claims the decisions are fair, there is little evidence of performance-based criteria being used. Many of us feel excluded from the process, which creates resentment and a lack of motivation."

The health officer's response points to inadequacies in both procedural and distributive justice within the organization. The absence of consultation in promotions and resource allocation highlights a lack of inclusivity, where employees feel excluded and undervalued. Lind and Tyler (1988) emphasized that participatory decision-making processes enhance perceptions of fairness and reduce feelings of resentment. Furthermore, the claim that decisions lack performance-based criteria reflects an issue with distributive justice, where employees are uncertain about whether resources and rewards are allocated equitably. To improve these practices, the organization should consider transparent systems for evaluating employee performance and clearly outlining resource distribution plans. Incorporating employee input into decision-making processes can also foster a sense of ownership and trust, ultimately enhancing organizational effectiveness and morale.

4.5 Procedural Justice

This section evaluates respondents' perceptions of fairness in organizational decision-making processes. Procedural justice, as defined by Thibaut and Walker (1975), emphasizes the importance of fair and transparent procedures in shaping employees' trust and confidence in organizational decisions. The responses provided in Table 3 highlight perceptions regarding transparency, policy consistency, opportunities for voice, trust in procedures, and clarity of decisions. Each statement is analyzed, followed by its implications and connections to existing literature.

TABLE 4 PROCEDURAL JUSTICE PERCEPTIONS

Statement	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Transparency in decision-making	5 (7%)	22 (28%)	23 (30%)	20 (26%)	7 (9%)

Consistent application of policies	8 (10%)	27 (35%)	20 (25%)	16 (20%)	8 (10%)
Opportunity to voice opinions	4 (5%)	14 (18%)	27 (35%)	23 (30%)	9 (12%)
Trust in promotion/assignment procedures	5 (6%)	17 (22%)	31 (40%)	19 (24%)	6 (8%)
Clear explanations for decisions	6 (8%)	20 (25%)	27 (35%)	17 (22%)	8 (10%)

Only 35% of respondents (Strongly Agree + Agree) perceive decision-making processes as transparent, while 35% disagree, and 30% remain neutral.

Transparency is a cornerstone of procedural justice, influencing employee trust and confidence in management. A lack of transparency can lead to perceptions of favoritism or secrecy, eroding organizational trust. Lind and Tyler (1988) emphasized that clear and open decision-making processes promote employee acceptance of outcomes, even when unfavorable. Public organizations in Cheha Woreda must prioritize communication strategies that enhance visibility into decision-making, such as regular staff briefings or accessible decision records. Addressing this gap is essential for fostering trust and engagement.

A total of 45% of respondents (Strongly Agree + Agree) believe policies are applied consistently, while 30% disagree, and 25% remain neutral.

Consistency in policy application is vital for establishing fairness and impartiality in organizational practices. When employees perceive inconsistency, it can lead to frustration and distrust in organizational leadership. Research by Colquitt et al. (2001) highlights the importance of uniform policy implementation in building trust and reducing perceptions of bias. Public organizations should implement monitoring systems to ensure policies are consistently applied and make adjustments as necessary to address discrepancies.

Only 23% of respondents (Strongly Agree + Agree) feel they have opportunities to express their opinions before key decisions are made, while 42% disagree, and 35% remain neutral.

The limited opportunity for employees to voice their opinions suggests a top-down decision-making approach. Thibaut and Walker (1975) argued that procedural fairness is closely tied to employees' ability to contribute to decisions that affect them. The qualitative insight provided by a health worker— “Decisions are made behind closed doors. We only hear about them after they're finalized”—corroborates this finding. Organizations must establish inclusive decision-making processes, such as feedback sessions or employee advisory committees, to ensure employee voices are heard and valued.

Only 28% of respondents (Strongly Agree + Agree) trust that promotion and assignment procedures are fair, while 32% disagree, and 40% remain neutral.

Neutrality regarding promotion and assignment procedures reflects uncertainty or lack of confidence in how these decisions are made. This aligns with findings by Greenberg (1990), who noted that trust in procedural fairness is critical for employee morale and satisfaction. Public organizations must adopt transparent and standardized criteria for promotions and assignments, ensuring that decisions are merit-based and well-communicated to all stakeholders. This could include publishing evaluation criteria and providing feedback to employees on promotion outcomes.

Only 33% of respondents (Strongly Agree + Agree) feel they receive clear explanations for decisions, while 32% disagree, and 35% remain neutral.

Providing clear explanations is essential for fostering trust and understanding among employees. Employees who lack clarity regarding organizational decisions may feel excluded or undervalued, resulting in disengagement. Bies and Moag (1986) emphasized the role of informational justice—a subdimension of procedural justice—in shaping perceptions of fairness. Public organizations should invest in communication training for managers to improve their ability to articulate decisions effectively and address employee concerns.

Introduction Effective decision-making processes and addressing concerns are critical components of organizational justice. A district administrator in Gubre Town shared their approach to involving employees in decision-making and handling fairness-related

complaints.

The administrator stated: *"We aim to involve employees through monthly meetings where their input is collected. However, the final decisions are often made by senior officials, which can leave some employees feeling unheard. Complaints are documented, but the resolution process is slow, and many concerns remain unresolved for months."*

Interpretation The administrator's explanation highlights both positive intentions and significant gaps in procedural and interactional justice. On the positive side, monthly meetings provide employees with an opportunity to voice their opinions, showing some level of inclusivity. However, the emphasis on senior officials making the final decisions suggests a hierarchical approach that may limit employees' influence on critical matters. Lind and Tyler (1988) argue that participatory decision-making is essential for fostering fairness perceptions and trust within organizations. The slow resolution of complaints further exacerbates dissatisfaction, as employees may feel their concerns are dismissed or deprioritized. To address these shortcomings, the district office could implement faster complaint resolution mechanisms and ensure that employee input directly informs decisions. Empowering employees through representative committees or rotating leadership in decision discussions could strengthen their engagement and build trust in the organization.

Involving employees in decisions and addressing their concerns is vital for creating a supportive work environment in the healthcare sector. A health officer shared their perspective on their organization's practices regarding these aspects.

The health officer remarked: *"There's little effort to genuinely involve us in decision-making. While surveys are conducted, the feedback rarely translates into actual changes. Many complaints we raise are either ignored or vaguely addressed without real solutions, which leads to frustration among staff."*

Interpretation The health officer's response underscores significant gaps in both procedural and interactional justice within their organization. Conducting surveys as a form of employee involvement may appear participatory on the surface, but when

feedback fails to result in tangible action, it undermines trust and morale. Bies and Moag (1986) emphasized the importance of respectful and responsive communication in resolving employee concerns, which is evidently lacking in this case. Additionally, ignored or vaguely addressed complaints suggest a dismissive approach to grievance handling, further diminishing interactional justice. To address these issues, the organization should establish clear and actionable steps for implementing employee feedback and introduce transparent grievance handling mechanisms. Regular updates on complaint resolution progress would demonstrate commitment to fairness and responsiveness, strengthening employee trust and engagement in the workplace.

4.6 Interactional Justice

This section focuses on employees' perceptions regarding interpersonal treatment within public organizations in Cheha Woreda. Interactional justice emphasizes the quality of communication, respect, and consideration shown by supervisors and managers during interactions (Bies & Moag, 1986). Table 4 provides insights into how employees perceive respect, explanations of decisions, complaint handling, communication culture, and feedback or recognition within their organizations. Each aspect is analyzed in detail, along with its implications and links to relevant literature.

TABLE 5 INTERACTIONAL JUSTICE PERCEPTIONS

Statement	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Treated with respect by supervisors	12 (15%)	31 (40%)	19 (25%)	12 (15%)	4 (5%)
Adequate explanations for decisions	8 (10%)	23 (30%)	27 (35%)	16 (20%)	4 (5%)
Effective handling of complaints	6 (8%)	20 (25%)	23 (30%)	22 (28%)	7 (9%)
Culture of open communication	9 (12%)	27 (35%)	23 (30%)	14 (18%)	4 (5%)

Satisfaction with feedback/recognition	8 (10%)	22 (28%)	31 (40%)	14 (18%)	3 (4%)
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A total of 55% of respondents (Strongly Agree + Agree) reported feeling respected by their supervisors, while 20% disagreed, and 25% remained neutral.

Respectful treatment from supervisors is an essential component of interactional justice and plays a critical role in fostering positive workplace relationships. Employees who feel respected by their managers are more likely to exhibit trust and engagement, contributing to higher job satisfaction and organizational commitment (Cropanzano & Mitchell, 2005). However, the 25% neutral responses suggest that some employees perceive inconsistencies in respectful treatment, which may reflect managerial bias or differing leadership styles. Public organizations should prioritize supervisor training programs to ensure respectful and inclusive communication practices across all levels of management.

Only 40% of respondents (Strongly Agree + Agree) believe they receive adequate explanations for organizational decisions, while 25% express dissatisfaction, and 35% remain neutral.

Providing detailed and transparent explanations for decisions is vital for enhancing informational justice, a subdimension of interactional justice. When employees lack clarity about decisions affecting their roles, it can lead to confusion, dissatisfaction, and reduced trust in management. Bies and Moag (1986) emphasized the importance of clear communication in mitigating perceptions of unfairness and fostering employee confidence in leadership. Public organizations must ensure that decision-making processes include mechanisms for thorough explanations, such as regular briefings or one-on-one sessions with employees.

Only 33% of respondents (Strongly Agree + Agree) felt that complaints are handled effectively, while 37% expressed dissatisfaction (Disagree + Strongly Disagree), and 30% remained neutral.

Ineffective complaint handling reflects a significant gap in interactional justice and can undermine employees' trust in organizational leadership. When employees perceive their concerns as unresolved or dismissed, it fosters disengagement and frustration, as highlighted by the qualitative insight from an health officer: *"Managers listen but rarely act on our concerns. It feels like a formality."* This aligns with findings by Lind and Tyler (1988), who noted that perceived fairness in addressing employee concerns contributes to organizational trust and satisfaction. Public organizations should implement structured grievance mechanisms and follow-through processes to ensure timely and effective resolution of complaints.

A total of 47% of respondents (Strongly Agree + Agree) believe their organizations foster a culture of open communication, while 23% express dissatisfaction, and 30% remain neutral.

Open communication is a vital aspect of interactional justice that promotes collaboration, trust, and inclusivity within the workplace. While nearly half of respondents report positive experiences, the 30% neutral responses suggest that open communication may not be consistently practiced across all departments. Cropanzano and Mitchell (2005) emphasized that organizations with robust communication frameworks tend to exhibit higher employee engagement and morale. Public organizations should invest in communication strategies, such as regular town hall meetings or anonymous feedback channels, to enhance inclusivity and participation. Only 38% of respondents (Strongly Agree + Agree) are satisfied with the feedback and recognition they receive from their supervisors, while 22% express dissatisfaction, and 40% remain neutral.

Feedback and recognition are powerful motivators that reinforce employees' sense of value and accomplishment within their roles. The high level of neutrality (40%) suggests ambiguity in how feedback mechanisms are implemented, potentially reflecting inconsistent practices or lack of clarity in expectations. Greenberg (1990) highlighted that regular, constructive feedback enhances employee satisfaction and reduces turnover intentions. Public organizations should standardize feedback processes, ensuring that employees regularly receive actionable and appreciative input on their

performance.

4.7 Cultural Diversity and Policies

This section examines employee perceptions of cultural diversity and related organizational policies within public institutions in Cheha Woreda. Cultural diversity and inclusivity are vital for fostering a harmonious work environment and ensuring equitable treatment across a diverse workforce. Table 5 highlights how respondents view respect for diversity, the inclusiveness of policies, discrimination, conflict resolution, and how well policies promote inclusivity. Each statement is analyzed in depth, with its implications and relevant literature explored.

TABLE 6 CULTURAL DIVERSITY PERCEPTIONS

Statement	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Diversity is respected	8 (10%)	27 (35%)	23 (30%)	16 (20%)	4 (5%)
Policies address diverse needs	6 (8%)	22 (28%)	27 (35%)	19 (25%)	3 (4%)
Witnessed discrimination	12 (15%)	16 (20%)	19 (25%)	23 (30%)	8 (10%)
Effective conflict resolution	5 (7%)	20 (25%)	31 (40%)	17 (22%)	5 (6%)
Policies foster inclusivity	8 (10%)	23 (30%)	27 (35%)	16 (20%)	4 (5%)

A total of 45% of respondents (Strongly Agree + Agree) believe diversity is respected in their organizations, while 25% disagree, and 30% remain neutral. Respect for diversity is foundational for cultivating an inclusive organizational culture. Employees who perceive respect for diversity are more likely to feel valued and accepted, enhancing collaboration and morale. However, the neutral responses (30%) suggest ambiguity or inconsistency in how respect for diversity is demonstrated across the organizations. Hofstede et al. (2010) emphasized the importance of fostering cross-cultural understanding in diverse workplaces to minimize conflicts and promote unity. Public

organizations should actively celebrate diversity through training programs and workplace initiatives that highlight the value of inclusivity and respect.

Only 36% of respondents (Strongly Agree + Agree) agree that organizational policies address diverse employee needs, while 29% express dissatisfaction (Disagree + Strongly Disagree), and 35% remain neutral.

Policies that cater to diverse employee needs are essential for creating equitable working conditions, especially in multicultural settings. The significant neutrality indicates that many employees may be unaware of or unclear about the policies in place to support diversity. This finding aligns with Ambrose and Arnaud (2005), who noted that inclusive policies bridge the gap between employee expectations and organizational practices. Public organizations should ensure that diversity-related policies are well-communicated and effectively implemented, providing resources like mentoring, flexible work arrangements, or affinity groups to meet diverse needs.

A combined 35% of respondents (Strongly Agree + Agree) reported witnessing or experiencing discrimination, while 40% disagreed, and 25% were neutral. The relatively high proportion of respondents reporting discrimination highlights a critical challenge in achieving equity within the workplace. Discrimination, whether based on ethnicity, gender, or other personal factors, undermines employee well-being and organizational trust. The neutral responses suggest that some employees may hesitate to report or acknowledge discrimination due to fear of retaliation or lack of clarity about reporting mechanisms. Nwankwo et al. (2016) emphasized that addressing workplace discrimination requires both preventive and corrective measures. Public organizations should strengthen anti-discrimination policies, provide training to raise awareness, and establish safe reporting channels to foster a fair work environment.

Only 32% of respondents (Strongly Agree + Agree) believe conflicts are resolved effectively, while 28% express dissatisfaction, and 40% remain neutral.

Conflict resolution is critical for maintaining workplace harmony, especially in culturally diverse settings. The high percentage of neutral responses suggests uncertainty or inconsistency in conflict resolution practices. This reflects findings by Colquitt et al.

(2001), who noted that organizations with clear and transparent conflict resolution mechanisms build trust and enhance collaboration. Public organizations must adopt structured approaches to resolving conflicts, such as mediation programs or the appointment of dedicated conflict resolution officers, ensuring that all cases are handled fairly and transparently.

Only 40% of respondents (Strongly Agree + Agree) feel that organizational policies promote inclusivity, while 25% express dissatisfaction, and 35% remain neutral.

Policies fostering inclusivity are critical for ensuring equal opportunities and cultivating a sense of belonging among employees. The significant neutrality (35%) suggests that inclusivity initiatives may not be sufficiently visible or consistently implemented. Meyer and Rowan (1977) highlighted the importance of aligning formal policies with the lived experiences of employees to create truly inclusive organizations. Public institutions should actively involve employees in developing and reviewing inclusivity policies, ensuring they address practical concerns and reflect the values of equity and diversity.

Introduction Promoting a culture of respect, inclusivity, and fair treatment is essential for creating cohesive and productive workplaces, especially in diverse environments. A district administrator in Cheha Woreda shared their approach to fostering these values among employees.

The administrator explained: "We encourage respect and inclusivity through regular workshops on diversity and workplace ethics. These sessions help employees understand the importance of valuing different perspectives. However, implementing fair treatment across such a diverse group is still a challenge, as some policies don't fully address the unique needs of all employees."

The administrator's response highlights their efforts to promote inclusivity and respect through educational initiatives such as workshops on diversity and ethics. These efforts align with Hofstede et al. (2010), who emphasize that awareness and understanding of cultural diversity are crucial for minimizing workplace conflicts. However, the acknowledgment of challenges in ensuring fair treatment underscores a potential gap in

procedural justice—specifically in tailoring policies to accommodate a wide array of employee backgrounds and needs. To address this, the district could involve employees in policy development and regularly review existing practices to ensure they align with the diverse workforce's expectations. Actively engaging employees in these efforts could bridge the gap between policy and practice.

inclusivity, and fair treatment are particularly important in hierarchical organizations such as police departments. A police officer from Cheha Woreda shared their experience with how their department promotes these values.

The officer stated: "Our department organizes team-building activities to promote mutual respect among officers. However, inclusivity is limited because junior officers often feel left out of important decisions. Respect for diversity also seems to depend heavily on individual supervisors rather than department-wide policies."

The officer's response sheds light on both strengths and weaknesses in the department's approach to fostering respect and inclusivity. Team-building activities can strengthen camaraderie and improve respect among officers, which aligns with Bies and Moag's (1986) emphasis on interactional justice. However, the exclusion of junior officers from significant decisions suggests a lack of procedural fairness, which can lead to feelings of alienation and reduced morale. The reliance on individual supervisors to uphold respect for diversity instead of department-wide standards highlights inconsistencies in applying inclusivity practices. To address these gaps, the department could implement structured mentorship programs and standardized diversity training for all ranks. This would ensure consistency and foster an inclusive culture that is not dependent on the attitudes of individual supervisors.

CHAPTER FIVE

CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter presents the conclusion and recommendations drawn from the study, aligning with its specific objectives. The findings on organizational justice within public organizations in Cheha Woreda are summarized to reflect key insights on distributive, procedural, and interactional justice. Building on these conclusions, actionable recommendations are proposed to address the gaps and challenges identified, aiming to improve fairness, inclusivity, and employee satisfaction in the public sector.

5.2 Conclusion

The study found that perceptions of distributive justice were mixed, with notable dissatisfaction regarding fairness in promotions, salary allocations, and rewards. Employees felt that resources and rewards were often not equitably distributed, undermining their motivation and trust. This demonstrates the need for transparent and equitable systems for resource allocation, aligning with equity theory's principles.

Procedural justice emerged as a significant concern, with employees reporting a lack of transparency and inclusivity in decision-making processes. Complaints about top-down decision-making, limited opportunities for input, and inconsistency in policy application highlighted the need for participatory and standardized procedures to build trust and engagement.

Interactional justice findings revealed moderate levels of respect and communication within public organizations. While some employees felt respected by their supervisors, gaps in providing adequate explanations, effective complaint resolution, and consistent feedback mechanisms pointed to areas needing improvement. These shortcomings negatively impact employee morale and collaborative relationships.

The study highlighted challenges in addressing cultural diversity, with employees reporting instances of discrimination and insufficient efforts to promote inclusivity.

Neutral perceptions about respect for diversity and inclusive policies reflected inconsistencies in their implementation, limiting the fostering of an equitable work environment.

Public organizations lacked robust and clearly communicated policies to guide promotions, salary adjustments, and grievance handling. Employees expressed frustrations about the ambiguity of existing policies and their limited alignment with organizational fairness principles, further emphasizing procedural justice deficiencies.

A recurring theme throughout the study was the need for employee engagement in decision-making processes. The lack of meaningful involvement created dissatisfaction and disconnection among staff, especially in hierarchical organizations where junior staff felt sidelined. Promoting engagement through participatory frameworks is critical for improving satisfaction and performance.

5.3 Recommendations

- **Improve Distributive Justice**
 - Establish transparent systems for promotions, salary increments, and resource allocation.
 - Implement performance-based criteria for promotions and rewards.
 - Regularly review and adjust compensation policies to align with equity principles.
 - Develop clear communication channels to inform employees about resource distribution processes.
- **Enhance Procedural Justice**
 - Ensure transparency in decision-making processes.
 - Conduct regular meetings to involve employees in key decisions.
 - Publish clear guidelines for applying organizational policies.

- Provide opportunities for employee input and feedback.
 - Create advisory committees representing various employee groups.
 - Use anonymous surveys to collect unbiased opinions.
- **Strengthen Interactional Justice**
 - Train managers and supervisors to foster respectful communication.
 - Organize workshops on interpersonal and informational justice practices.
 - Establish effective grievance-handling mechanisms.
 - Introduce complaint resolution timelines to address concerns efficiently.
 - Develop tracking systems to provide updates on complaint resolution.
- **Promote Cultural Diversity and Inclusivity**
 - Celebrate diversity through workplace initiatives.
 - Host cultural awareness sessions and events.
 - Strengthen anti-discrimination policies.
 - Implement mandatory training on diversity and inclusion for all employees.
 - Create safe reporting channels for discrimination cases.
- **Develop Robust Organizational Policies**
 - Standardize promotion and grievance-handling policies.
 - Provide clear documentation of criteria for promotions and resource distribution.
 - Regularly review policies to ensure they meet organizational fairness standards.

- Form committees to evaluate policy effectiveness and recommend changes.
- **Boost Employee Engagement**
 - Establish participatory decision-making frameworks.
 - Involve employees in policy development through workshops and focus groups.
 - Enhance feedback mechanisms.
 - Conduct regular performance reviews with actionable feedback.
 - Recognize and reward employee contributions to boost morale.

Appendix 1: demographics of interview respondents

Code	Role	Location	Gender	Age	Work Experience
PO-GT01	Police Officer	Cheha wereda	Male	35	10 years
HO-CW01	Health Officer	Cheha Woreda	Female	30	6 years
DA-GT01	District Administrator	Cheha wereda	Male	45	15 years

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Appendix 2 Questionnaire:

Assessment of Organizational Justice in Public Organizations (Cheha Woreda)

Introduction:

Dear Respondent,

I am conducting a research study on organizational justice in public organizations within Cheha Woreda as part of my academic requirements. The purpose of this questionnaire is to assess employees' perceptions of fairness in the distribution of rewards, decision-making processes, interpersonal treatment, and the role of cultural diversity in workplace justice.

Your responses are confidential and will be used solely for research purposes. Please answer all questions honestly based on your personal experience in your organization. The questionnaire consists of five sections, and each question has multiple-choice responses.

If you have any questions or concerns regarding this study, please feel free to contact me.

Thank you for your time and valuable input!

Sincerely,

Section 1: Demographic Information

1. Gender ☐ Male ☐ Female
2. Age Group ☐ 18-25 ☐ 26-35 ☐ 36-45 ☐ 46-55 ☐ 56+
3. Educational Level ☐ High School ☐ Diploma ☐ Bachelor's ☐ Master's ☐ PhD
4. Years of Work Experience ☐ Less than 1 year ☐ 1-3 years ☐ 4-7 years ☐ 8-10 years

☐ More than 10 years
5. Type of Public Organization ☐ Government Office ☐ Health Center

☐ Education Department ☐ Police Station

Section 2: Distributive Justice (Fairness in Distribution of Rewards and Opportunities)

Question	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
6. The rewards (salary, promotions, recognition) I receive are fair compared to my work contributions.	☐	☐	☐	☐	☐
7. I am satisfied with the fairness of promotions in my organization.	☐	☐	☐	☐	☐
8. Job assignments and workload are fairly distributed among employees.	☐	☐	☐	☐	☐
9. My organization provides fair opportunities for professional growth.	☐	☐	☐	☐	☐
10. Salaries and benefits are allocated fairly in my organization.	☐	☐	☐	☐	☐

Section 3: Procedural Justice (Fairness in Decision-Making Processes)

Question	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Decision-making processes in my organization are transparent.					
Policies and procedures are applied consistently to all employees.					
I am given an opportunity to express my opinions before key decisions affecting my work are made.					
I trust that my organization follows fair procedures when making decisions about promotions and assignments.					
I receive clear explanations for decisions that affect me at work.					

Section 4: Interactional Justice (Quality of Interpersonal Communication and Respect in the Workplace)

Question	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
I am treated with respect by my supervisors or managers.					
Management provides adequate explanations for decisions that affect employees.					
My organization handles employee concerns and complaints effectively.					
My organization fosters a culture of open communication and respect.					
I am satisfied with the level of feedback and recognition I receive from my supervisor.					

Section 5: The Role of Cultural Diversity and Organizational Policies in Shaping Justice Perceptions

Question	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Cultural diversity is respected and valued in my workplace.					
My organization's policies consider the diverse needs of its employees.					
. I have witnessed or experienced discrimination based on ethnicity, gender, or other personal factors in my organization.	☐ Frequently	☐ Occasionally	☐ Neutral	☐ Rarely	☐ Never
My organization handles diversity-related conflicts effectively.					
Organizational policies contribute to a fair and					

inclusive work environment.					
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Interview questions

How do you ensure that decisions related to promotions, salary increments, and resource allocations are made fairly and transparently within your organization?

What steps does your organization take to involve employees in decision-making processes, and how do you handle their concerns or complaints regarding fairness?

How does your organization promote a culture of respect, inclusivity, and fair treatment among employees, especially in a diverse workplace?

Thank you for your participation! Your responses are valuable for improving organizational justice in public organizations.