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CHARACTER FOR THE EFFECTIVE USE OF ORGANIZATIONAL JUSTICE IN PUBLIC INSTITUTIONS

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ABSTRACT

This paper examined the character for effective use of organizational justice in public institutions within the context of a tertiary institution. It examined the character attributes of leaders in a public institution. It also examined the meaning of various terms in the topic. The study disclosed the importance of organizational justice in a public institution. It is imperative for leaders in public institutions to introduce effective organizational justice to motivate and synergize employees to put in their best in the institution toward the attainment of its goals. Organizational justice is indispensable in any institution or organization because of its benefits to employees, leaders, and managers. Recommendations on the character of leaders for effective use of organizational justice in public institutions were highlighted.

Keywords: Character, Justice, Organizational Justice, Distributive Justice, Procedural Justice, Interactional Justice, Public Institution, Management, Organization, Institutional Leaders, Effective.

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INTRODUCTION

In every organization, human resources are the key, be it a public institution or private. The institutional leaders in the public institutions should be people of good character who are impartial and uphold organizational justice while dealing with their employees who should be treated fairly. Leaders should avoid actions that can lead to negative attitudes by the employees with their work.

The character or behavior of an employee is about his values, attitude or perception about the institution or organization which could influence his level of performance toward the

achievement of organizational goals. Moorman (1991) defined organizational justice as the perception of employees' treatment of fairness or not. There are rules, job distributions and rewards in an organization. How these are implemented is very important. If employees feel that they are treated fairly, they will put in their best and have a favorable disposition toward their work.

The public institution should be managed by seasoned leaders with good character traits and managerial skills. It is against this background that this paper examines character for effective use of organizational justice in public institutions.

BACKGROUND

The character of a leader at the echelon of public institutions cannot be over-emphasized. A public institution in this context refers to Public Tertiary Institutions. Institutional leaders should be people of respectable character in their value judgments, morals and attitude and not institutional leaders that are corrupt, partial and favor only his kinsmen and friends. According to Ololube (2017a), there is an erosion of crises of characters of leadership. The leaders in the public institution should treat all the employees equally; there should be equity and fairness in the distribution of resources, job schedules rewards, and promotions. According to Ololube, Elechi and Uriah (2018), University leaders with effective competences in treating employees fairly are important for organizational justice.

Institutional leaders should take actions that will boost the morale of employees in the organizations so that their skills will be enhanced to enable them to derive job satisfaction which will translate to increased productivity. The character of leaders in the public institution should motivate and stimulate the employees towards achieving institutional goals.

Purpose of the Study

This paper examines character for effective use of Organizational Justice in public institutions. The employees of any institution look up to the leaders for direction and leadership; The ways and manner in which institutional leaders treat the employees is very important in terms of organizational justice by effective and equitable distribution of tasks, rewards, and promotions. This paper aims to examine the character of institutional leaders in administering organizational justice.

THEORETICAL FRAMEWORK

Equity Theory

Organizational Justice is based on John Adams Smith's equity theory which focuses on the reactions of employees unjust treatment in the organization as it relates to distributive decisions made in the organization; it focuses on perceptions of inequality in the output ratio. Employees look at the services they render and the rewards that follow their efforts from the organization and make a comparison with their colleagues in the same positions. Due to the comparison, the employees might feel that they have been treated unfairly, which will adversely affect their attitudes and make them develop certain negative behaviors towards the organization or their

colleagues. Equity and fairness in the workplace determine employees' motivation which will lead to an increase in productivity.

The importance of equity theory is that managers in organizations should improve on employees' salaries and other benefits. They should be treated equally and fairly. According to Mbagwu and Uriah (2018), effective organizational justice guarantees employees a good sense of belonging, adequate fairness and team-spirit in an organization.

Path-Goal Theory

Path-Goal theory is a contingency theory propounded by House (1970) in Ukeje, Okorie and Nwagbara (1992). It stresses the behaviors a leader has to exhibit for subordinates to attain their goals. The Path-Goal theory is based on specifying a leaders' behavior that best fits the employees and works environment to achieve a goal. It is a theory in which leaders select specific behaviors that are best suited to the employees' needs and their working environment so that they may guide the employees through their path in the attainment of their daily work activities or goals.

Path-Goal theory proposes that leaders can motivate subordinates to achieve goals by clearly identifying the outcomes that subordinates are trying to obtain from the workplace, job or organization; these outcomes can range from satisfactory pay and job security to reasonable working hours. After identifying the outcomes, reward subordinates for high performance and attainment of work goals with the outcomes they desire, and then clarify the paths to goal attainment for subordinates, remove any obstacles to high performance and express confidence in subordinates' capabilities.

Path-Goal theory identifies four kinds of behaviors that leaders can engage in motivating subordinates Jones, Gareth, Jennifer and Hill (2000):

- Participative Behaviors give subordinates a say in matters and decisions that affect them.
- Directive Behaviours are similar to initiating structure and include setting goals assigning tasks, showing subordinates how to complete tasks and taking concrete steps to improve performances.
- Achievement-Oriented behavior motivates subordinates to perform at the highest level possible.
- Supportive behaviors include expressing concern for subordinates and looking out for their best interests.

Importance of Path-Goal Leadership Behaviors

- Directive behaviors may be beneficial when subordinates are having difficulty in completing assigned tasks.
- Achievement-Oriented behaviors may increase motivation levels of highly capable subordinates who are bored from having too few challenges.
- Supportive behaviors are advisable when subordinates are experiencing a high level of stress.
- Participative behaviors can be effective when subordinates support of a decision is required.

Effective leaders seem to have the ability for determining the kinds of leaders' behaviors that are likely to work in different situations which result in efficiency and effectiveness.

METHODOLOGY

This paper is based on the character for effective use of organizational justice in public institutions. This paper is an integrated literature review because it reviewed and appraised representative literature on key variables in character for effective use of organizational justice. At the end of the article, the research integrated significant findings in the literature and developed a new framework on the topic that can be tested empirically in future researches. The paper is therefore underpinned by the extensive literature review to establish key variables critical in character for effective use of organizational justice. Primary and secondary data were used in this investigation. These are information sourced from reports, publications, journals, and textbooks.

CONCEPTUAL CONSIDERATIONS

The Character of Leaders in Public Institutions

The character of leaders or senior management staff that is at the helm of affairs in public institutions is very important because it can improve or mar the growth or productivity of the institutions. Leaders in public institutions should live above board in their relationship with their employees in terms of tasks distribution, promotion, reward, and punishment.

Institutional leaders should be people of good character, Ololube (2018), Good character is not formed in a matter of seconds or minute, it is developed gradually day after day through protraction and patience. Leaders should avoid actions that will create a negative attitude on the employee or bad blood in the system. They should be creative and innovative to enhance greater productivity and harmony; an institutional leader should provide good leadership by treating the employees equally, avoiding sentiment or ethnicity in giving awards or rewards to employees. There should be equity and fairness; leaders should show good examples for subordinates to follow.

Character is expressed through behaviors attitude and conduct of a person formed over time, which shows through his skill and roles. According to Nwamara cited in Maxwell (2005), what adds value to any subordinate is that subordinates can be influenced by the speech and personality of their leader. In essence, the character of the institutional leader can influence the subordinates positively or negatively. Positively toward achieving organizational goals and negatively at the detriment of the organization.

Institutional leaders can earn respect from their subordinates by having the right qualities, attributes or variables of good character.

Character is the ability of a leader to meet the demands of the institution, character help the leader to meet the demands of the institution. A character is a leadership tool that is necessary for institutional leadership.

Character Attributes of Institutional Leaders for Effective Use of Organizational Justice

For leaders in public institutions to effectively administer organizational justice, the following character attributes are necessary.

Honesty and Integrity

Honesty is being sincere and truthful in your dealings with others. It promotes openness. An honest leader will not cheat his staff by defrauding them and not paying their entitlements. According to Chiemeka (2018) in Okoroma (2016), honesty encourages fairness, uprightness, trustworthiness and discourages cheating. An honest institutional leader serves as an inspiration to the subordinates. While integrity is standing by the truth and doing what is right, no matter who is involved. Leaders who possess this attribute have strength of character that matches their words with actions in discharging their duties.

A leader that has integrity is consistency. He does what he says at any time. An effective leader is one that has integrity, who obeys laws and shuns corruption. He does not misappropriate funds rather he is accountable, an attribute that is lacking in most leaders. Institutional leaders that possess this character attribute will pass accountability and integrity test, because funds will be used judiciously, according to the budget and contract will not be inflated. Funds will be used on projects as planned and it will not be diverted to other areas or for personal use which is embezzlement. Bribery should not be found in his character. An institutional leader that has integrity and should gain the trust and confidence of the employee because they are aware that in-service training, promotions and all the benefits in the organization will be done based on merit. The leader will not surcharge anyone.

A leader who has integrity is a man of character, whose words are constant, no matter how many times he is asked to repeat them. Institutional leaders should be leaders that can be trusted by the employee and other people in the society under their position. Leaders in the position of authority in public institutions should not tell lie or use diplomacy to deceive his employees on any matter that concerns them.

Institutional leaders that have integrity as a character attribute will influence his employees and other people he comes in contact with positively because people learn by example. His employees and other people will learn from his good character and become men and women of integrity which will lead to the achievement of the objectives of the institution.

Ethics and Value

Ethics is a code or set of principles by which men live (Popkin & Stroll, 1981). Ethics refers to moral rules or principles of behavior for deciding what is right and wrong. It is an idea or belief that influences people's behavior and attitudes. Ethics is the code of conduct which regulates and guides the behavior of institutional leaders to do what is right. A situation whereby a leader deviates from doing otherwise, it becomes unethical. On the other hand, value is the accepted standard of behavior or attitude and belief that are the norms of an organization. It is also worth something. Institutional leaders should exhibit sound value judgment.

Value is the practice, belief principles that individuals or organizations see as acceptable or right. It influences individual or group behavior. In our society today, we have misplaced values. The wrong they are no longer wrong but right. Corruption, examination malpractice, get

rich quick syndrome, without hard work are now the normal things or order of the day. The values are passed from one generation to another.

Institutional leaders should transmit good values to employees and students such as zero tolerance to corruption, examination malpractice, cultism, embezzlement of funds, greed, ethnicity, and other vices. Institutional leaders should be showing examples because of their role in molding and developing the character of students as useful citizens of the society. The youths are the leaders of tomorrow, leaders should make a deliberate effort to pass on good values to the youth. Today human life does not worth anything, killings all over by cult groups and other criminals. We cannot continue this way. A situation where some leaders and their employees belong to a cult is pathetic, leaders should be good examples.

Competency and Transparency

Competence is a very important tool for institutional leaders in managing employees. Leaders should possess the prerequisite skills, knowledge and experience in the institution which they lead. A leader should know his onus, that competence is the key for him to derive job satisfaction, self-confidence, and respect from his subordinates. Kiel (2015), asserted that competence as a character of a leader is to master vital skills in the performance of duties. A competent leader is happy for his position and job. In Nigerian parlance, he carries people along. In the case of transparent leadership, there is openness, every employee sees and knows the policies, objectives, and goals of the institution and key into them. No secrecy; A transparent leader adopts an open door policy whereby every employee can access him.

Transparency is the ability of the leaders to give clear information to a subordinate without ambiguity, decision policies, instructions should be clear enough for every employee or student to understand leaders should give clear direction or road map out the institution. Management and employee should work as a team to provide the expected results. Every activity or operations of the institutions should be communicated to those that such operation is meant, to enable the employee to participate effectively in the smooth running of the institution to achieve its expected goals.

Humility and Loyalty

Institutional leaders should be humble people, not lording it over others. According to Ololube (2018), the quality of humility in leaders is found in servant leadership. Humble leaders, prefer to be a servant to their subordinates. They welcome suggestions from their subordinates which will lead to the progress of the institution. Humble leaders are not too proud of themselves; they are not ego-centric. On the other hand, loyalty promotes the commitment of the institutional leaders to the ideal and principles of the institution in achieving its objectives and goals.

Loyalty is on both ends, is the leader loyal to the ideals and aspirations of the institution. He has to be committed to the affairs of the institution first because you cannot give what you do not have before soliciting for loyalty from the subordinates. The institutional leaders can only earn employees loyalty if they perceived fair treatment from the leaders or management in terms of welfare for workers such as payment of their entitlements as at when due. The leaders can also agree with a bank for his employees to obtain a loan to enable them to build their houses, such a leader will get the loyalty of his subordinates.

Tolerance and Patience

Tolerance as an attribute of the character of a leader is vital. Tolerance is the ability of the leader to allow people to do or believe in what they want without criticizing or opposing them. Employees are entitled to their view and belief provided it will not affect the institution negatively. In a situation where the leader receives a complaint and flare-up is not a good one. He should handle it coolly, and exercise self-control because any action taken when he is angry will be a wrong action. The institutional leader should accommodate employees' views and know that people are from different background and have different character temperament and character traits. While patience is a virtue that a leader should imbibe in the workplace, the ability to accept other people's negative behaviors without complaining or getting angry, the ability to refuse provocation. A patient leader does not react immediately any issue is reported. A patient leader will be calm and conduct proper investigation before taking action. He does not punish without a fair hearing. A patient leader is a listening leader. He listens more and talks less.

Patience is an attribute of character. It is very important; leaders should be patient with their subordinates. Sometimes directives will be given by the leader and it will not be obeyed or carried out as directed, the leaders should be calm and patient because he is in charge. He should not be seen or heard of that the leader in an organization of institutions exchange words or are in a shouting contest, in extreme cases exchange blows with their subordinates.

A patient leader should advise the subordinate and correct him in love, not with anger. He should not be the type of leader that punishes employees through queries, salary cut or outright seizure, suspension or even dismissal forgetting that the employees are breadwinners of their families.

Fairness and Equity

The leaders should treat employees in an acceptable or right way of distributing resources and punishment. He should not favor anyone or group. Equity is related to fairness. According to Igwe (2014), in a general sense, equity means fairness in the adjustment of conflicting interests. Equity also means treating every employee in the institution equally in task distributions and discipline. It should be devoid of sentiment and ethnicity for the institution to achieve its aims and objectives.

Equity is justice. Institutional leaders should be just to everyone in the institution. No favoritism, everything should be based on merit. The rules and regulations should apply to all; there should not be an adjustment to favor some at the expense of others.

Scholarship abroad and promotions, only those that are qualified should be given. It should not be based on brotherhood or acquaintance. In our society today, there is no equity. Injustice abounds in institutions or organizations. Rewards and awards are no longer based on merit these days because institutions are reflections of the society where mediocrity is accepted. Injustice in an institution or organization leads to stunted growth. Injustice comes in various forms, it can be a denial of promotion, non-approval for leave or vacation, non-payment of leave bonus, denial of in-service training, and unfair treatment due to bias on the part of the leader.

In our institutions, there is no equity. There is so much injustice, positions, be it committee members or other appointments are made not based on merit or rotational basis so that every employee can benefit. Some appointments are based on politics.

Institutional leaders should ensure that every employee that is qualified for an appointment should be given and other benefits should be distributed equally to all employees according to their position in the institution. Send employees to conferences, seminars, and workshops to improve their professional growth and development. The institutional leaders should also give equal treatment to employees by recommending them for promotion through fair appraisal in their performance evaluation report form.

Trust and Passion

The institutional leader should be trusted enough to make good decisions; sometimes the decision may be favorable or unfavorable to the staff. A leader should be firm in taking decisions. As a leader, employees will confide in you on their problems. He should be able to keep confidential information and try to give possible assistance to them while in passion. According to Chambers' Twentieth Century Dictionary (1971), passion is defined as a strong feeling or agitation of the mind or an enthusiastic interest or direction of the mind. The leader should be passionate about the institution and the employees' welfare. The leader should feel their pains and think of how to ameliorate it.

Passion is one of the attributes or variables of character that is essential for a leader to possess to effectively administer organizational justice in an organization or institution. The leader should have a passion for his job as chief-executive or management if he has passion for his job, he will carry out his duties meticulously.

Leaders should also extend the passion to the employees' welfare and other well-being and that of their families, enquiring about their health and children. Education, this singular acts will make you a good and caring leader.

Kindness and a Good Sense of Humor

Kindness is an attribute of the character of a leader in a public institution that will help him to be disposed of in doing well to others. He should seek the benefits of the employees to enhance job performance. On the other hand, the leader should possess a sense of good humor. Sometimes he should be fun and make his employees laugh to reduce executive stress.

A good sense of humor is also a good aspect of the character of the leader. His ability to crack some jokes to reduce high blood pressure and make his subordinates laugh is ideal because it makes the subordinates to forget their problems at that moment.

Good sense of humor will also enhance the interpersonal relationship between the leader and the subordinates thereby promoting intimacy and happiness.

Perseverance and Courage

The institution can experience difficulties. The leader should have the determination to persevere until he succeeds. While courage is the act of bravery, a leader should be brave when facing a difficult situation. Institutional leaders with this attribute are confident to say or do what he thinks is right regardless of opposition. The leader should be courageous enough to take responsibility when he is wrong which is difficult for most leaders.

Courage makes the leader bold and fearless but firm in the discharge of his duties as a leader in an institution or organization. Institutional leaders are not afraid of anyone because of

their effective performance and fairness perceived by employees. Institutional leaders should be courageous to correct any erring employee in an organization or institution. He should not hesitate to tell the truth no matter who is involved.

Understanding and Forgiveness

The institutional leader should be one that shows understanding. When a matter is brought before him, he should handle it amicably. There should be harmony and everyone should work together as one family. Sometimes employees will have personal or domestic problems, show understanding and look into their plight. An institution is made up of people, so there is bound to be conflict. Subordinates may break rules, some may offend you. As a leader, imbibe the character attribute of forgiveness because to err is human and to forgive is divine. Always forgive your employees so that the aims and objectives of the institution can be achieved. Avoid acrimony and hostility.

Forgiveness is an attribute of the character of a leader in a public institution that cannot be overemphasized. Without forgiveness, there will be no teamwork to move the institution to the next level. A leader should have a heart of flesh or not a stony heart.

There will be problems anywhere human beings are found, it cannot be peaceful. The way it is handled depends on the individual. A leader should not have a bitter heart against his subordinates. He should not keep malice or grudges rather he should forgive for the growth of the institution. If there is enmity between the leaders and subordinates, the two cannot work together as one; it will lead to a reduction in productivity.

Leaders should not be someone that will easily be annoyed with his subordinates for every little thing. They should be able to give clear instructions to their subordinates gently without being harsh. If in the process of carrying out such instructions, the subordinates err or make a mistake, they should correct them. Some can even abuse them should also forgive because as a leader, they should be able to work with subordinates with different character both good and bad. Some employees are difficult to please. Leaders should give room for human shortcomings knowing that human beings, there must be disagreement from time to time. There is no perfect institution or society.

Democratic and Flexibility

A democratic leader asks for opinions of employees instead of imposing his own opinion on them. He calls for participation in decision making. The leader encourages the employees to own the decision because they are involved, so they key into the policies and programs of the institution to ensure its successful implementation. In the case of flexibility, the leader can adapt to changes that will enhance efficiency and productivity in the institution.

Flexibility is the ability of the leader to change easily to other alternatives for efficiency in the institution or organization. If one decision or policy is not working, the ability to switch quickly to a new one that will work is vital. The Institutional leader should be one that can adapt to changes such as changes in technology, the leader should change from analog to digital without complaining. Institutional leaders are now digital leaders that can operate all the electronic gadgets, they are all computer literate, and the leaders are ICT compliance.

Public Institutions

Public institutions are large organizations established by the government to provide particular kinds of service or purpose such as an institution of higher learning that provides tertiary education. According to FRN (2014), described tertiary education as education in universities, polytechnics, monotechnics and colleges of education and institutes of technology and other specialized institutions which provide education above the secondary school level. The role of higher or tertiary education is to train their product both in learning (academics) and character so that they can be responsible members of the society and also produce the adequate manpower to feed the industries.

These objectives can only be achieved by effective leadership with appropriate managerial skills, competence, and good character attributes to provide leadership that will lead to effective use of organizational justice in public institutions.

Leaders are appointed by the government to man these public institutions, vice-chancellor for universities, rectors for polytechnics and colleges of education. These chief executives and their management team employ staff and admit students into the institutions.

The institutional leaders provide leadership to both the students and employees by implementing the policies and programs of the institution effectively to attract more funds by the government and more patronage by clients which means more revenue generation for the smooth operation of the institution leading to the growth of the institution.

Organization

The organization is made up of people, who come together to pursue and achieve organizational goals. According to Dejon (1978), an organization is a structure of responsibilities and authorities; through the formal structure, the various work activities are defined, classified, arranged and coordinated. It is the medium through which efforts of staff are combined, coordinated and directed towards the achievement of objectives. Etzioni (1964) defined an organization as a social group that has been deliberately constructed to achieve certain specific goals.

Schein (1970) defined the organization as the rational coordination of the activities several people for the achievement of some common explicit goals through a division of labor, functional and hierarchy of authority and responsibilities.

Olagboye (2004) asserted that an organization is a collection of people who have united together to pursue and achieve a common aim through collective effort and the pooling of resources. Organizations are parts of every society as they facilitate human activities. Every organization has a structure that enables its members to accomplish common tasks.

Characteristics of an Organization

Organizations are characterized by the following:

- Clear definition of objectives;
- A definite structure and a system for providing leadership;
- Composition of people;
- Stability and flexibility of actions;

- Effective machinery for planning and decision making;
- Proper coordination of activities;
- Periodic evaluation of programs and policies; and
- Provision personnel policies such as selection, promotion, development and welfare.

Organizations are of great importance to every society because society is made up of organizations. Simon (1976) outlined the following as some importance of organization.

- By structuring communication, it determines the environment of information in which decision is taken.
- It provides those in responsible positions the means for exercising authority and influence over others.
- An organizational environment provides much of the force that molds and develops personal qualities and habits.

An organization could be formal or informal. In formal organizations, the behavior and activities of the members are guided by laid down rules and regulations. According to Udoh and Akpa (2007), formal organizations are viewed as establishments for the explicit purpose of achieving certain goals, possessing rules, designed to anticipate and to shape behaviors in the direction of these goals, formalized with clearly marked lines of communication and authority. Characteristics of formal organization are coordination, specialization, order compensation and impersonal orientation.

Types of Formal Organizations

- Service organizations. They provide services. For example, schools and hospitals.
- Organization for mutual benefits. They are pressure groups who work for the benefits of their members. For example, the Nigerian Union of Teachers (NUT).
- Commonwealth organizations. They provide security to the society: for example, the Police. Informal organizations are social groups that develop and operate within a formal organization to meet the social needs of its members, such as friendship associations.
- Organization of business concern. They are profit-making public or private ventures. For example, industries and companies, Dangote Group.

In essence, an organization influences everyone's lives. According to Ukeje et al. (1992), most people spend the major part of their active lives as members of organizations. Every form of management can only take place in an organization. Every organization has a structure showing relationship functions and hierarchy level of authority, accountability and communication channels. The structure is made up of a network of various positions and roles in the organization. A good organizational structure is characterized by the following:

- Division of labor: A good structure allows work to be divided into smaller units to encourage specialization.
- Effectiveness: Ability to accomplish both the economic and social purpose of the organization.
- Efficiency: Ability to reduce cost and increase production.

- Chain of command: It shows channels of communication connecting the hierarchy of authority.
- Scope of authority and responsibility: Clear definition of the scope of authority and responsibility in the positions and workers in an organization.
- Channel of contact: It is the boundaries of interaction between the various levels.
- Job satisfaction: The structure should produce job satisfaction for both employer and worker.
- Adaptive flexibility: Ability to adapt to changes in their environment.

Types of institutional structures are outlined as follows:

- Flat organizational structure: the short hierarchical distance between one authority level and the other;
- Tall organization structure: hierarchy levels are from the lowest to the highest position;
- Vertical structure: one position is higher than another—example, dean of faculties higher than the head of a department;
- Horizontal structure: officers function at the same level such as the dean of faculties.

A good institutional leader should be versatile with the organizational structure of the institution he leads, to attain the goals of the institution.

Justice

Justice is uprightness, just. According to someone, what is due to him is recognizing everybody's right. According to the Longman Dictionary of Contemporary English (2009), justice is when people are given fair treatment. Justice includes goodness, trueness right and law.

Judicial power is justice in law. It also means the rule of law which entails equality. According to Paki and Inokoba (2008), the principle of equality to all citizens in a state. Justice also means impartiality and positive character. Every unfair act or treatment is judged as injustice, which is the main problem of institutions and Nigeria. If it is solved, all other problems like corruption and other crimes will be over. Justice can be thought of as a principle of upholding the law and fairness, showing respect to other people's rights.

Justice is respect for the rule of law. For any organization to thrive there must be justice by management in the operation of the organization and there must be mutual respect and trust. The role of fairness is used to equate employees' remuneration and effort to determine if it is just with what he put in the job. When determining employees' remuneration there should be equity which is justice. Every employee should benefit from the gains of the organization. Individual employee's contributions to the organization should not form the basis of sharing or distributing gains.

Organizational Justice

The research literature on organizational justice showed that much research had been done on the topic. Organizational justice is the perception of employees regarding fairness in an organization. According to Greenberg (1987), job attitudes such as job satisfaction, organizational commitment, and citizen behavior are issues of justice which are of great concern for employees.

The ways employees perceived their treatment by management either fairly or unfairly affect their behaviors towards their job and the organization; and so, institutional leaders should strive to improve on the treatments given to their employees to elicit positive attitudes and behaviors toward the job and organizations. Moorman (1991) defined organizational justice as one in direct connection with the workplace. He refers to the opportunities provided by the organization, responsibilities, knowledge and skill level, efforts and total contribution made to the work by the employees.

The behavior of senior management can lead employees to take on negative attitudes such as absenteeism, bribery and corruption and insubordination; all these can be avoided, only if there is organizational justice. Choudhry et al. quoted in Greenberg and Tyler (1987) stated that the organizational justice is employee perception about fair treatment in organizational procedures, outcomes and interpersonal exchanges which may influence their work-related attitude and behaviors and how they react to the performance of activities in the organization.

The absence of organizational justice is injustice in an organization. Injustice is at an alarming rate in most organizations. Perceived injustice include:

- Unwarranted dismissal.
- Different disciplinary measures for the same offense.
- Differences in pay for the employee doing the same job.
- Selective payment of leave bonus and other employee entitlements.
- Recommendation for promotion based on friendship and kinship.
- Selective approval for in-service training.
- Indiscriminate queries.

Organizational justice is a vital tool in any organization. It promotes equity and trust on the part of employee and management. According to Mbagwu and Uriah 2018 in Volkou (2015), five important principles organizational justice are outlined as follows:

- Equal discipline: a system of discipline among employees must be equal.
- Effective reporting avenue, thorough reporting avenues of employees, misconducts.
- No retaliation against whistleblowers: the organization should not retaliate against complaints or whistleblowers.
- Prompt resolution: problems should be resolved promptly.
- Compliance program improvements: the result of investigations should be monitored and analyzed for potential compliance program enhancement.

Perception of unfairness and fairness, therefore, generate behavior and attitudes that may have negative effects on the effectiveness of the organization. Organizational justice if well administered can boost employee's morale for effective performance and achievement of organizational goals. Greenberg (1990) outlined three sub-dimensions of organizational justice as distributive justice, procedural justice, and interactional justice.

Distributive Justice

Distributive justice refers to the perceived fairness of the distribution of outcomes such as an increase in pay, promotion and selection for further training in an organization. It is based on

equity theory developed by Adams (1965), in which employees make a comparison on their input-output ratio with their colleagues in the same position. If the employee believes that they are treated fairly by the organization, they will have a positive attitude toward their work and work outcome and their boss.

Distributive justice is the perception of the employee in their allocation of reward and resources amongst them and their colleagues. Employees make a comparison between the ratio of his efforts such as his ability skills and technical know-how. He contributed to the job and rewards such as promotion, salary, and respect he derived if they are the same to the efforts rewards ratio of other of his colleagues or co-workers. Distributive justice assumes a fair distribution of organizational resources. It focuses on employee perception of payments, promotion, and similar results.

According to Lambert et al. (2005), distributive justice should not be limited to employees' rewards or desirable results, but it should also consider the fair and just way of punishment given to employees. I concur with this opinion because it is fair and just for employees to benefit from the reward and allocation of resources; punishments should also be fairly distributed. In essence, employees should partake in both rewards and punishments that come with distributive justice. Institutional leaders should reward outperforming employees and punish underperforming employees fairly.

Procedural Justice

Procedural justice focuses on the employees' perception of whether the processes and procedures used in decision making are the right or wrong method as it relates to him or her colleagues. It is the perception of justice in the decision-making process in an organization.

According to Folger and Konovsky (1989), Procedural justice is defined as employees' perception of the methods used in the distribution of awards in the organization. Procedural justice is based on fairness in terms of rules and regulations used in the process of rewarding and punishing. Employees' respond favourably when they perceived that there is fairness in the procedure and processes that resulted in their unfavorable result outcome. Procedural justice is characterized by the following:

- Unbiased: The decision made should be unbiased, not base on interest;
- Consistency: equal treatment for all employees;
- Correctability: The wrong decision can be reversed;
- Transparent: openness in decision making;
- Morality: The decision made should not take cognizance of gender or age; and
- Representative: all employees involved should be represented.

Interactional Justice

Interactional justice is the third sub-dimension of organizational justice which is based on the perception formed in terms of inter-personal treatments toward employees during organizational activities. It involved exhibiting equity on interpersonal treatment, managers showing respect and value to employees.

Bies and Moag (1986) defined interactional justice as the quality of employees' perception. In the application of organizational operations. Interactional justice is the interaction

between the employees that will be affected by distribution decisions and the management where the decision emanates. Employees in an organization expect their leaders or managers to communicate with themselves likewise they communicate with other employees. There should be fairness in communication. Institutional leaders who treat some employees with respect and disrespect other employees are not just when an employee noticed interactional injustice they react to their manager or leaders. Interactional justice is vital in any organization. Importance of interactional justices are outlined as follows:

- Decisions should be just;
- The reasons for the decision should be communicated;
- Questions should be properly asked;
- The employee should be treated with respect and dignity; and
- Management should treat employees with respect by apologizing when there is an unjust treatment to any employee in the organization.

Interactional justices focus on the characters of the management who are in charge of decision making during the implementation of the procedures. How management handled employees' matters or grievances in an organization cannot be overemphasized because it is important for the survival and growth of the organization or institution.

Effective Use of Organizational Justice in Public Institutions

Any organization or institution without effective use of organizational justice by the leaders or management is doomed. Misconduct, negative behaviors and agitations from employees due to perceived unfair treatment by the management will create problems that will hinder the smooth running of the day to day routine activities of the institution.

On the other hand, institutions with an effective program of organizational justice by management or institutional leaders with good character attribute that can effectively administer the three sub-dimensions of organizational justice which includes, distributive justice, procedural justice, and interactional justice, the institution will enjoy several benefits.

Mabgwu and Uriah (2018) in Baldwin (2006) enumerated some of the benefits as follows:

- An individual employee will be satisfied with fair treatment.
- Equal treatment of employees by an organization raise group spirit.
- The organization will exercise control over potential challenges.
- Effective organizational justice will curtail all threats from employees thereby reaping the benefits of being an employer of choice.

In addition to the already outlined benefits of organizational justice other gains or benefits are as follows:

- Harmonious relationship in the organization;
- Trust and commitment of employees towards the organization;

- When there is justice in procedures and distribution of resources and reward, it is an indication that the management respects and appreciates employees' effort, this can boost their morale to do more to achieve organizational objectives;
- Effective use of organizational justice makes employees respond favorably when they believe the procedure that resulted in their unfavorable outcome was fair;
- Good reputation, efficiency, and effectiveness of the institution or organization attract more clients and business partners which means more money or profit;
- Effective use of organizational justice in public institutions shows that the leaders or management possess the prerequisite managerial skills, competence, and good character attributes to excel as super chief-executives;
- Effective use of organizational justice gives the employees feelings of respect and acceptance amongst their colleagues within the institution;
- Employees can go the extra mile in helping management to succeed when they are treated fairly;
- It encourages the participation of everyone in the decision-making process;
- Employees can work beyond the official closing time if they are happy with the management without demanding extra pay;
- It helps leaders to punish or discipline and reward the employees fairly;
- It helps the institutional leaders to provide leadership.

For institutional leaders to attain this feat, a character is a key, good character attributes of leaders as mentioned earlier is very important for effective use of organizational justice in public institutions. Institutional leaders with character flaws such as impatient, dishonesty, bribery and corruption cannot administer organizational justice effectively in an institution.

CONCLUSION

This study has examined character for effective use of organizational justice in public institutions. Character is very important in the life of any individual because it represents the person's personality. In this era of character crises, bankruptcy, and moral decadence, in which moral values have been eroded in society. A leader that will be at the helm of affairs in public institutions should be someone who is morally sound, with good character attributes that can provide effective leadership to the employees and clients in the institutions.

Good character is the key to leadership. Institutional leaders should be honest, patient and transparent in the affairs of public institutions as management or chief-executive. The leaders should acquaint themselves with the knowledge of organizational justice which is the perception of employees regarding fairness in the workplace or organization. Effective leadership means leaders should embrace the three sub-dimensions of organizational justice which are distributive justice, procedural justice, and interactional justice to enhance employees' job performance and job satisfaction.

Effective implementation of organization justice in institutions will lead to an increase in productivity and enhanced the realization of organizational goals. Managements or leaders should make a deliberate effort to ensure fairness in the distribution of rewards, promotion and other goodies in the institution or organization. When justice is well served in an institution, there will be harmony among the employees and management and everyone will be happy which will promote growth.

Solutions and Recommendations

- The government should build and fortify our institutions, and not based on personality; for example, if you are fighting corruption, do not create an opportunity for it.
- Leaders in public institutions should undertake a refresher course on organizational justice, because some leaders may not be conversant with it.
- Tribal leaders should not be appointed to head public institutions.
- The society should go back to the bases, and return our moral values of good old days by using the church and family.
- Leaders in public institutions should undergo character training to acquire good character attributes to enable them to administer effectively organizational justice to their employees.
- Employees should be motivated by management by promoting justice (fairness) in institutions or organizations.

Future Research Directions

- The empirical study should be carried out on this topic.
- Further research direction can be done by considering the application of organizational justice in the private sector.

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