PERCEPTION OF ORGANIZATIONAL JUSTICE AND ITS IMPACT ON JOB SATISFACTION AMONG INFORMATION TECHNOLOGY SECTOR EMPLOYEES IN COIMBATORE CITY

*Dr P Paramanandam, Associate Professor, Department of Management
PSGR Krishnammal College for Women, Coimbatore, TamilNadu
*Sangeetha KR, Research Scholar, Department of Business Management,
PSGR Krishnammal College for Women, Coimbatore, TamilNadu

ABSTRACT

It is contemplated that job satisfaction is one of the most prominent research variables in the field of organizational psychology because of its overall contribution to every aspect of the business. Similarly, organizational justice is yet another much bothering concept among employee as people are very sensitive to the way they ae treated especially inside an organization. In this paper, it is attempted to study the two variables, organizational justice and job satisfaction with reference to the demographic profile of the respondents from IT sector belonging to Coimbatore City. The psychometric properties of the scales used were tested and found to be reliable. z test and ANOVA were worked out to find the demographic differences and the results are discussed.

Introduction

Job satisfaction is one of the prominent research variables in the field of organizational psychology because of its direct contribution to the happiness quotient of employees. There are various common factors that contribute to the satisfaction level of the employees which include the salary, influence in workplace, the competency level of the employee with the job, his achievements, the purpose of the job clearly explained to the employee, the leadership of the organization etc. Despite the technical aspects like purpose, competency, skill sets, knowledge level of the employee, the other side of the job satisfaction includes, the employee's relationship with his/her colleagues, his happy moments with co-workers, an ideology of the fair treatment for all employees by the organizations, clear formulation of policies and procedures and the consideration of employees' thoughts in the organization contributes much more in the workplace.

With whichever government/ party comes to power in whichever nation in the world, the business complexities keep escalating every day. However, one strong quintessential barometer that predicts the growth of business performance is job satisfaction. There is a logical sense that happy and satisfied employees will contribute to a better work environment. Moreover, happiness or satisfaction level itself is contagious. Therefore, a satisfied employee keeps spreading positive vibes about the organization and the vice versa. Hence, job satisfaction, its measurement and upliftment gain more importance. This is the supreme reason that the research variable job satisfaction is studied again and again in various different sectors and various different perspectives.

A study by Marten Westberg in Sweden has predicted that the stock value of 16 companies is predicted solely by looking at the happiness/ motivation and the relationship of employees with other employees inside the organization and most importantly the optimistic thought of employee about the fair treatment of the organization. Marten who runs the European Institute of Behavioural Analysis, also says that value of each company in the stock market is measured by its underlying value. Any company for that matter, besides the product development and flow of customer, the underlying asset for making the product and welcoming the customer is all driven by the people inside the organization. It is by the commitment of the employees; the product gets developed. It is by the humanity and kindness of the employees; the customers flow into business. Such employees have to be kept satisfied.

Every employee in every organization spends more conscious time inside the organization than with their families and for other recreational activities outside the organization. Thus, there is a direct and causal relationship between the contribution of the happy/ motivated employees to the business performance and organizational growth. Therefore, it is of paramount importance to maintain high satisfaction level of the employees.

Review of Literature

People wish to be treated fairly. Fair treatment gives employees a sense of control over their future outcomes from the organisations (Adams, 1965; Thibaut & Walker, 1975) and they feel as respected members of their social group (Tyler & Blader, 2000; Tyler & Lind, 1992). People generally believe that they live in a world that respects the rules of justice (Folger, 1998). Being treated with justice is very fundamental to human behaviour.

Such fair treatment is also relevant at the workplace (Ambrose, 2002). Employees wish to be treated fairly by their superiors and other peers of the organisation and by their top management. Fairness in the treatment at the workplace is essential for working together effectively (Cropanzano, Bowen & Gilliland, 2007). At the same time, on fair treatment such as disrespectful communication, poor work relationship, fulfillment of individuals psychological needs mainly facilitate employees to involve in behaviour that are harmful to the organisation such as resigning from the organisation, absenteeism or sabotage (Ambrose, 2002; Cropanzano et al., 2007).

Organizational justice is not only important for the organizational performance but to a large extent it determines the economic and mental well-being of an employee. Therefore, it has a greater impact on organizations especially in terms of developing a smooth relationship between the employer and employees. The current research study is an attempt to explore the relationship between the two study variables namely, organizational justice and job satisfaction scientifically. Greenberg (1987) originally defined organisational justice and researchers have different types of organisational justice proposed. The first is the distributive justice which refers to the equal distribution of work-related pay benefits and monetary recognitions given to the employees. This type of justice is called as distributive justice and was considered very important as it has direct relationship with the performance appraisal. Second is the procedural justice which deals with the fairness in the treatment of policies and procedures including the unbiased treatment for all employees, consistency in following the rules and regulations of the organisations, procedures and standards of the organisation and most importantly the accuracy in the implementation of the policies. The third type of justice is the interactional justice which is most respected among the employees. This involves the fair treatment of employees and equal respect for their dignity in comparing with the other employees of the organisation.

Plateau and Socrates describes justice as a topic of philosophical research (Ryan, 1993). The word justice simply means righteousness. Many organisations consider justice into perspectives namely fairness of the outcomes and fairness with regard to the policies and procedures of the organisations which they called as distributive justice (Homans, 1961) and procedural justice (Thibaut and Walker,1975) respectively. The concept of organisational justice has its origin from the equity theory (Homans, 1961). The theory proposed that people are continuously engaged in comparing the ratio of their inputs and outputs with the other individuals of the organisations. Their perceptions of justice are a major source of motivation for the individuals.

A study conducted by Deluga, 1994 proposed that organisational justice has two different perspectives in terms of organisational psychology and social psychology. Organisational psychology deals with the different factors of justice whereas in social psychology the major focus is studying about the various perception of justice and the influencing factors of justice which will affect their judgement.

Job satisfaction is one of the prominent research variables that attracted the wide attention in the field of management, social psychology, organisational behaviour, human resource management, positive psychology and practice in recent years. The research variable job satisfaction has a long history in the diversifying academic field. The definition of job satisfaction dates back to Fisher and Hanna in the year 1931. Churchill et.at (1974) defined job satisfaction as a constitutional concept containing the features of the job- and job-related environment.

Hong lu et.al, (2019) conducted a detailed literature review on analysing the job satisfaction among hospital nurses. The job satisfaction levels of nurses where considered very important because of its impact on the turnover and the quality of patients care. The study analysed a total of 59 papers detailing the impact of job satisfaction upon sickness, absence, turnover intention as well as various influencing factors of job satisfaction such as nurse working shift, the leadership, job performance, organisational

commitment, effort and reward style. Job satisfaction of the hospital nurses was closely related to the work environment, organisational commitment, professional commitment, job stress, patient satisfaction, social capital, structural empowerment and the quality of their service to the patients. The study concluded that job satisfaction of nurses has a vast impact on the perceptions of care quality among the nursing workforce.

Timothy A.Judge et.al, (2010) documented a meta-analysis of the literature analysing the relationship between performance and job satisfaction. The study included 92 independent samples and all the correlation squares are detailed out. The results showed that pay level was correlated .15 with job satisfaction and the point .23 with pay satisfaction.

Objective of the study
The primary objective of the paper is,

1. To study the demographic differences if any, on Organizational Justice.
2. To study the demographic differences if any, on Job Satisfaction.

Significant demographic variables such as age, gender, income, educational qualifications and years of experience are studied in detail with all the dimensions of organisational justice and job satisfaction.

Methodology
The Descriptive research design is adopted. Both primary data and secondary source of information is used for the research study. The primary data was collected using questionnaire method. The area selected for the research work is Coimbatore. The sampling adopted for the present study was multistage sampling. There were totally 534 respondents considered for the data analysis. The collected data was analyzed using the Statistical Package for Social Sciences (SPSS). Statistical tools such as ANOVA and z test was used to answer the research questions.

Measures
In order to collect data to attain the above framed objectives, the instruments namely, Job Satisfaction Scale (JS) – 20 items and Organizational Justice Scale (OJ) – 20 items we used. The Minnesota Satisfaction Questionnaire (MSQ) of Weiss, D.J.Dawis., R.V., England, G.W., & Lofquist, L.H (1967) Minneapolis: University of Minnesota, Industrial Relations Center was used. It's a 20 item uni-dimensional scale comprising three major dimensions viz., intrinsic satisfaction, extrinsic satisfaction and general satisfaction. The questionnaire takes a maximum of 10-15 minutes for completion. The MSQ questionnaire also helps in generating ideas and discussions on the reinforcements to be introduced in the job. It is 5-point Likert scale ranging from Very Dissatisfied to Satisfied. In order to measure organizational justice, the scale developed by Neihoff and Moorman (1993). The scale primarily consists of three sub-dimensions mainly, distributive justice, procedural justice and interactional justice containing 20 items.

Results and Discussion
Before getting on to the analysis of the data, below is the overall data distribution of the respondents prior to the demographic profiles.

Table 1: Showing the demographic profile of the respondents

Sno	Variables	Groups	No	%
1	Gender		272	51
		e	262	49
2	Age	years	394	74
		years	105	19
		e 40 years	35	7
3	Education	-Graduation	287	54
		Graduation	201	37
		ma	46	9

4	Experience	han 5 years	287	54
		years	182	33
		than 10 years	65	13
5	Income	han 30000	438	82
		than 30000	96	18

The first objective explores on understanding the demographic differences on the Organizational Justice variable. In order to achieve this, the z test and ANOVA test was performed. As the demographic variables gender and income consists of 2 groups, z test was performed and following are the results.

Table 2: Showing the results of z test for organizational justice

Organizational Justic	Sector	N	Mean	SD	Mean Dif		t
Gender	Male	272	61.32	11.32	-1.06	l(*)	
	Female	262	62.38	9.87			
Income	Less than 30000	438	61.04	11.20	-4.44	l(*)	
	More than 30000	96	65.48	6.41			

The above table shows that both gender and income significantly differ on their scores with organizational justice. By looking into the mean scores, female employees scored high on the scores on organizational justice and also employees who are earning more than 30000 rupees are scoring high on their organizational justice.

Table 3: Showing the results of z test for job satisfaction

Job Satisfaction	Sector	n	Mean	SD	Mean Dif		t
Gender	Male	272	60.43	14.62	-1.44	l(#)	
	Female	262	61.87	15.86			
Income	Less than 30000	438	59.01	15.30	-11.85	3(*)	
	More than 30000	96	70.86	10.56			

The above table shows that there is no significant difference on the scores of job satisfaction based on the income level of employees and both male and female employees remain the same in IT sector based on the job satisfaction levels. When compared the scores of job satisfaction on the income level of employees, individuals who are earning more than 30000 rupees are satisfied more compared to the employees who are earning less than 30000 rupees. The following are the results of F test with variables, organizational justice and job satisfaction.

Table 4: Showing the results of ANOVA with Organizational Justice

Organizational Jus	Groups	n	Mean	F	Sig
Age	20-30 years	394	64.335	48.702	.000
	31-40 years	105	54.90		
	Above 40 years	35	54.57		
Education	Diploma	46	52.04	80.559	.000

	Post-Graduation	201	57.57		
	Under graduation	287	66.40		
Experience	More than 10 years	65	58.00		
	6-10 years	182	59.40	17.439	.000
	Less than 5 years	287	64.25		

The above table shows high F values such as Age (F= 48.702; Education = 80.559; Experience = 17.439) showing that there is a significant difference on the all the demographic profiles with reference to their scores on organizational justice. The results of the post hoc tests are given in mean values. The values show that employees belonging to the age group of 20-30 years are scoring high on organizational justice. Similarly, comparing the educational qualification, employees who have completed their under graduation are scoring high on organizational justice and with regard to the experience employees less than 5 years of experience are perceiving that there is significant difference on the experience levels.

Table 5: Showing the results of ANOVA with Job Satisfaction

Job Satisfaction	Groups	N	Mean	F	Sig
Age	20-30 years	394	63.78		
	31-40 years	105	54.42	25.051(*)	.000
	Above 40 years	35	51.57		
Education	Diploma	46	45.84		
	Post-Graduation	201	56.23	68.984(*)	.000
	Under graduation	287	67.03		
Experience	More than 10 years	65	54.23		
	6-10 years	182	61.23	8.305(*)	.000
	Less than 5 years	287	62.65		

The above table shows that there is significant difference on all the demographic variables as Age (F=25.051); Education (F= 68.984); Experience (F=8.305). The post hoc results are shown in the mean values mentioned in the above table. The mean values show that employees who belong to the age category of 20-30 years are more satisfied compared to the other two age groups/ With reference to the education levels, employees who have just completed their under graduation levels are scoring high on the job satisfaction levels. Employees who are with less than 5 years of experience levels are scoring high on their level of satisfaction.

Conclusion

The overall results of the analysis shows that employees who are new joinees in the organization belonging to the age category of 20-30 years, who have just completed they're under graduation and with less than 5 years of experience are more satisfied with their job. This is because as they do not have much work experience and educational knowledge, mostly being their first job with less family responsibilities at their age groups, their satisfaction levels are sounding high. At the same time, when their age and experience increase and also the education levels, their satisfaction levels come down. They also feel that there are significant differences on the treatment of employees which is the organizational justice among the employees. Therefore, it is been suggested that organizations have to make permanent investments on the learning and development and other employee engagement activities to keep up their satisfaction level and positive vibes of the employees inside the organization.

References

1. Adams, J. S. (1965) Inequity in social exchange. In L. Berko- witz (Ed.), Advances in experimental social psychology (Vol. 2, pp. 267-299). New York: Academic Press.

2. Thibaut, J., & Walker, L. (1975) Procedural justice: A psycho- logical analysis. Hillsdale, NJ: Erlbaum.

3. Tyler, T. R., & Blader, S. L. (2003). The group engagement model: Procedural justice, social identity, and cooperative behavior. Personality and social psychology review, 7(4), 349-361.

4. Tyler, T. R., & Lind, E. A. (1992). A relational model of authority in groups. In Advances in experimental social psychology (Vol. 25, pp. 115-191). Academic Press.

5. Folger, R. G., & Cropanzano, R. (1998). *Organizational justice and human resource management* (Vol. 7). Sage.

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

7. Cropanzano, R., Bowen, D. E., & Gilliland, S. W. (2007). The management of organizational justice. *Academy of management perspectives*, *21*(4), 34-48.

8. Cropanzano, R., James, K., & Konovsky, M. A. (1993). Dispositional affectivity as a predictor of work attitudes and job performance. *Journal of Organizational Behavior*, *14*(6), 595-606.

9. Greenberg, J. (1987). A taxonomy of organizational justice theories. Academy of Management review, 12(1), 9-22. Greenwich, CT: JAI Press.

10. Ryan, A. (1993). Liberalism. A companion to contemporary political philosophy, 291-311.

11. Deluga, R. J. (1994). Supervisor trust building, leader-member exchange and organizational citizenship behaviour. Journal of occupational and Organizational Psychology, 67(4), 315-326.

12. Deluga, R. J. (1994). Supervisor trust building, leader-member exchange and organizational citizenship behaviour. *Journal of occupational and Organizational Psychology*, *67*(4), 315-326.

13. G. C. (1961) Social behavior: Its elementary forms, New York: Harcourt, Brace, and World.

14. Fisher, V. E., & Hanna, J. V. (1931). The dissatisfied worker.

15. Lortie-Lussier, M., & Rinfret, N. (2005). Determinants of objective and subjective success of men and women. International Review of Administrative Sciences, 71(4), 607-624.

16. Vroom, V. H. (1962). Ego involvement, job satisfaction, and job performance. Personnel psychology.

17. Weiss, D. J. (1967). Dawis rV, England GW, Lofquist LH. Manual for the Minnesota Satisfaction Questionnaire. Minneapolis, MN: University of Minnesota Industrial relations Center.

18. Moorman, R. H., Niehoff, B. P., & Organ, D. W. (1993). Treating employees fairly and organizational citizenship behavior: Sorting the effects of job satisfaction, organizational commitment, and procedural justice. Employee responsibilities and rights journal, 6(3), 209-225.