

Questionnaire

QUESTIONNAIRE

PERSONAL DETAILS

1. Gender: Male Female.
2. Age: 20- 30 31- 40 Above 40.
3. Family size: (no.of. persons) :
4. Education: Under graduate Post graduate Diploma and Others.
5. Experience: Less than 5 6-10 More than 10.
6. Income : less than 30000 greater than 30000

Please answer every item and check the boxes with “tick mark” as what you feel.

Employee’s perception towards organisational justice.

S.No.	Questions	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	My work schedule is fair.					
2	I think my level of pay is fair.					
3	I consider my work load to be quite fair.					
4	Generally, the rewards I receive here are quite fair.					
5	I think my job has several responsibilities.					
6	Job decisions are made by the manager in a biased manner.					
7	My manager makes sure that all employee concerns are heard before job decisions are made.					
8	To make job decisions, my manager collects accurate and complete information					

S.No.	Questions	Strongly	Disagree	Neutral	Agree	Strongly Agree
9	My manager clarifies decisions and provides additional information when requested by employees.					
10	All jobs decisions are applied consistently to all affected employees.					
11	Employees are allowed to challenge or appeal job decisions made by their managers.					
12	When decisions are made about my job, the manager treats me with kindness and consideration.					
13	When decisions are made about my job, the manager treats me with respect and dignity.					
14	When decisions are made about my job, the manager is sensitive to my personal needs.					
15	When decisions are made about my job, the manager treats me in a truthful manner.					
16	When decisions are made about my job, the manager shows concern for my right as employee.					
17	Concerning decisions made about my job, the manager discusses with me the implications of the decisions.					
18	The manager offers adequate justification for decisions made about my job.					
19	When making decisions about my job, the manager offers explanations that make sense to me.					
20	My manager explains very clearly any decisions made about my Job.					

Job satisfaction

S. No.	Questions	Very satisfied	Dissatisfied	Neutral	Satisfied	Very Satisfied
1	Being able to keep busy all the time.					
2	The chance to work alone on the job.					
3	The chance to do different things from time to time.					
4	The chance to be “somebody” in the community.					
5	The way my boss handles his/her workers.					
6	The competence of my supervisor in making decisions.					
7	Being able to do things that don’t go against my conscience.					
8	The way my job provide for steady employment.					
9	The chance to do things for other people.					
10	The chance to tell people what to do.					
11	The chance to do something that makes use of my abilities.					
12	The way company policies are put in to practice.					
13	My pay and the amount of work I do.					
14	The chances for advancement on this job.					
15	The freedom to use my own methods of doing the job.					
16	The chance to try my own methods of doing the job.					
17	The working conditions.					
18	The way my co-workers get along with each other.					
19	The praise I get for doing a good job.					
20	The feeling of accomplishment I get from the job.					

Publications

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

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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 are 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.al (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 were 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.Davis., 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
		Female	262	49
2	Age	Below 20 years	394	74
		20-30 years	105	19
		Above 40 years	35	7
3	Education	Post-Graduation	287	54
		Graduation	201	37
		Below Graduation	46	9

4	Experience	Less than 5 years	287	54
		5-10 years	182	33
		More than 10 years	65	13
5	Income	Less than 30000	438	82
		More 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 Justice	Sector	N	Mean	SD	Mean Diff	t
Gender	Male	272	61.32	11.32	-1.06	1.06(*)
	Female	262	62.38	9.87		
Income	Less than 30000	438	61.04	11.20	-4.44	4.44(*)
	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 Diff	t
Gender	Male	272	60.43	14.62	-1.44	1.44(#)
	Female	262	61.87	15.86		
Income	Less than 30000	438	59.01	15.30	-11.85	11.85(*)
	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	17.439	.000
	6-10 years	182	59.40		
	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	25.051(*)	.000
	31-40 years	105	54.42		
	Above 40 years	35	51.57		
Education	Diploma	46	45.84	68.984(*)	.000
	Post-Graduation	201	56.23		
	Under graduation	287	67.03		
Experience	More than 10 years	65	54.23	8.305(*)	.000
	6-10 years	182	61.23		
	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 joiners 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.

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AN EMPIRICAL INVESTIGATION ON THE IMPACT OF ORGANIZATIONAL JUSTICE ON JOB SATISFACTION AMONG INFORMATION TECHNOLOGY SECTOR EMPLOYEES IN COIMBATORE CITY

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ABSTRACT

The paper aims at studying the impact of organizational justice on job satisfaction of employees working in Information Technology (IT) industry. The study was focussed on the IT sector employees working in Coimbatore city. A random sample of 95 employees participated in the study. Correlation and Regression tests were conducted to accept or reject the hypotheses proposed in the study. The results of the study showed that most of the employees want distributive justice, procedural justice, and interactional justice in the workplace to have satisfaction in their jobs. The results finally showed a positive correlation between organizational justice and job satisfaction.

Key Words: Distributive justice, Interactional justice, Job Satisfaction, Organizational Justice, and Procedural justice.

INTRODUCTION

It is a true fact that employees are the true assets of the organization who make things possible for the organization. Either is a profitable or non-profitable organization, employees are the key people for the sustainable development of an organization. Business environment being filled with many competitors can duplicate any of the business systems that an organization follows. But employees remain the non-duplicable assets for every organization. The purpose of this research is to test two variables namely, organizational justice and job satisfaction. Employees being the sensitive units of business organizations, they seek justice inside the organization at various levels such as distributive justice (fair distribution of resources to employees inside the organization), procedural justice (implementation of proper policies and procedures inside the organization) and interactional justice (equal sharing of interactions and communication with all employees). Job satisfaction is one of the most widely researched variables because of varied importance to the psychological importance and other workplace issues. Therefore, in order to increase the satisfaction level of the employees it's a high need to take care of the justices perceived by the workforce.

REVIEW OF LITERATURE

Schmiesing, Safrit & Gliem, (2003) conducted a study aimed to identify factors affecting the perceptions of workers at the University of Ohio towards organizational justice and job satisfaction. The study sample consisted of 246 employees of the University of Ohio. The researcher used two tools for the study; one: to measure the organizational justice and the second to measure job satisfaction. The study's results showed a weak positive correlation between distributive justice and job satisfaction and showed a strong positive correlation between each of the interactive justice and procedural justice and job satisfaction.

Hasan Ali Al-Zu'bi (2010) conducted a study to analyse the relationship between organisational justice and job satisfaction. Organisational justice consisted of three dimensions namely procedural justice, distributive justice and interactive justice. The final data consisted of 229 employees working in IT companies in Jordan. The results of the study showed that there is a positive association between organisational justice and job satisfaction. Specifically, the major finding of the study indicated that there is a significant relationship between the age of the employees and their perception towards the organisational justice inside the organisation.

Siavash Khodaparast Sareshkeh, Fatemeh Ghorbanalizadeh Ghaziani, Seyed Morteza Tayebi (2012) explored the impact of organizational justice perceptions on job satisfaction and organizational commitment in Iranian sport federations' employees. The results indicated that organizational justice affects directly employees' overall organizational commitment and overall job satisfaction didn't mediate this effect; procedural justice has a direct effect on overall job satisfaction; and both distributive justice and interactional justice have a direct effect on overall organizational commitment; procedural justice as well as interactional justice have a direct effect on satisfaction with co-worker and supervisor; distributive justice has a direct effect on continuance commitment and interactional justice has a direct and an indirect effect on affective commitment.

OBJECTIVE OF THE STUDY

The present paper aims at studying the impact of organizational justice on job satisfaction among the employees of Information Technology industry in Coimbatore.

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 95 respondents considered for the data analysis. The collected data was analysed using the Statistical Package for Social Sciences (SPSS). Statistical tools such as Correlation and Regression Analysis were 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) was used. The scale primarily consists of three sub-dimensions namely, distributive justice, procedural justice and interactional justice.

RESULTS AND DISCUSSION

The relationship between organizational justice and job satisfaction is worked out using the correlation analysis and the following are the results.

Table 1: Showing correlation between organizational justice and job satisfaction

Correlations			
Variables for testing		Organizational Justice	Job Satisfaction
Organizational Justice	Pearson Correlation	1	.854**
	Sig. (2-tailed)		.000
	N	534	534
Job Satisfaction	Pearson Correlation	.854**	1
	Sig. (2-tailed)	.000	
	N	534	534

** . Correlation is significant at the 0.01 level (2-tailed).

From the above table, we can understand that the correlation value between organizational justice and job satisfaction is 0.854. This result shows that there is a positive correlation between the two variables, and to study further on which dimension of organizational justice, there is high relationship with job satisfaction, the following co-relation test was again run between the dimensions of organizational justice and job satisfaction.

Table 2: Showing correlation between dimensions of organizational justice and job satisfaction

Variables for testing	Job Satisfaction	Distributive Justice	Procedural Justice	Interactional Justice
Job Satisfaction	1	.191**	.757**	.854**
Distributive Justice	.191**	1	.229**	.080
Procedural Justice	.757**	.229**	1	.835**
Interactional Justice	.854**	.080	.835**	1

** . Correlation is significant at the 0.01 level (2-tailed).

The above table shows that all the dimensions of organizational justice has positive relationship with the variable job satisfaction. The correlation value (r) of distributive justice is $r = 0.191$ which is less compared to the correlation values of procedural justice and interactional justice which are 0.757 and 0.854 respectively.

Distributive Justice ($r = 0.191, p < 0.01$), Procedural Justice ($r = 0.757, p < 0.01$) and interactional justice ($r = 0.854, p < 0.01$) are all positively and significantly correlated to job satisfaction.

This shows the irrespective of whether all jobs in the organization are equally distributed to all employees or not, employees working in the IT sector feel that the organization works according to its policies and procedures and moreover, there is high interpersonal relationship inside the organization which is again leading to the overall job satisfaction of employees. The following objective is testing the impact of both the study variables. In this case, organizational justice was the independent variable and job satisfaction was the dependent variable. Regression analysis was conducted to study the impact of one variable on the other variable. The r^2 value shows the direct impact of the two study variables. However, the adjusted R square value is taken for the final consideration of result. The following null hypothesis was formulated for regression.

Table 3: Regression analysis with Job Satisfaction as the Dependent variable

Dependent Variable	Independent Variable	R Square	Adjusted R Square	F-Value	Unstandardized Beta Value
Job Satisfaction	Organizational Justice	0.747	0.746	522.676	
	Distributive Justice				0.836
	Procedural Justice				0.375
	Interactional Justice				1.666

H_0 D: There is no impact of Organizational Justice on Job Satisfaction.

Job Satisfaction is taken as dependent variable and Organizational Justice is taken as independent variable and regression was carried out. The values of R^2 , Adjusted R^2 , Unstandardized β and significant levels are noted.

The above shows the results of regression analysis, on job satisfaction and organizational justice. Job Satisfaction is the dependent variable while the factors of organizational justice viz., distributive justice, procedural justice and interaction justice are taken as independent variables. The results of the regression analysis using the factors of organizational justice as predictors of job satisfaction indicated that the model was able to predict 74 percent of the total variance in job satisfaction. The results of the ANOVA indicated that the model was significant in predicting job satisfaction $F(3, 534) = 522.676, p < 0.05$.

Further, when organizational justice was used as predictors of the outcome, distributive justice was able to significantly predict job satisfaction $b = 83.6, p = 0.05$; while procedural justice and interactional justice was able to significantly predict $b = 0.375, p = 0.05$; $b = 1.666; p = 0.05$. Therefore, the following regression equation can be derived for job satisfaction and organizational justice.

$$\text{Job Satisfaction} = 0.836 (\text{Distributive Justice}) + 0.375 (\text{Procedural Justice}) + 1.666 (\text{Interactional Justice}) - 2.367$$

The overall model accounted for almost 74 percent of the total variance in job satisfaction; the dimensions such as distributive justice, procedural justice and interactional justice were able to predict job satisfaction. Conversely, this implied that the rest of the variance in job satisfaction remains unexplained and might be due to other factors.

CONCLUSION

Thus, the present study shows that there is a relationship between organizational justice and job satisfaction using the correlation analysis. Also, the regression analysis confirms that there is a high impact of

organizational justice on job satisfaction. Among the three dimensions of organizational justice, distributive justice is contributing much to the satisfaction levels of the employees. The results of the study show that though people are paid well in IT jobs and they work in teams, people seek and wish that they are treated equally among their colleagues. They wish they are given an equal treatment in the equal distribution of policies and procedures inside the organization. Therefore, organizations should look into the justice levels maintained inside the organization to keep up the satisfaction levels of the employees.

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