

**A STUDY ON THE IMPACT OF ORGANIZATIONAL JUSTICE ON
JOB SATISFACTION AMONG THE EMPLOYEES OF
INFORMATION TECHNOLOGY INDUSTRY IN COIMBATORE**

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*Summary, Findings, Conclusions
and Recommendations*

CHAPTER V
SUMMARY, FINDINGS, CONCLUSION AND
RECOMMENDATIONS

5.1. INTRODUCTION

The concise summary of the research work is presented in this chapter. This chapter presents the background of the study, objectives, research questions, hypotheses, instrumentation, sample, sampling technique, tools for data analysis and the major findings of the study. The chapter concludes with the recommendations from the study, limitation of the research carried out and the directions for future research.

5.2. OBJECTIVES

The following were the objectives considered for the research work.

1. To study the relationship between organizational justice and job satisfaction among the employees of Information Technology industry in Coimbatore.
2. To study the level of perception of organizational justice among the employees of Information Technology industry in Coimbatore.
3. To study the level of job satisfaction among the employees of Information Technology industry in Coimbatore
4. To analyse the effect of various demographic variables such as gender, age, education, experience and income on Organizational Justice and job satisfaction among employees of Information Technology industry in Coimbatore.

5.3. RESEARCH QUESTIONS

1. What is the relationship between organizational justice and job satisfaction among the employees of Information Technology industry in Coimbatore?
2. What is the level of perception of organizational justice among the employees of Information Technology industry in Coimbatore?
3. What is the level of job satisfaction among the employees of Information Technology industry in Coimbatore?

4. What is the effect of various demographic variables such as gender, age, education, experience and income on Organizational Justice and job satisfaction among employees of Information Technology industry in Coimbatore?

5.4 HYPOTHESES

A. RELATIONSHIP BETWEEN OJ AND JS

H₀ B: There is no significant relationship between Organizational Justice and Job Satisfaction.

B. IMPACT OF OJ AND JS

H₀ A: There is no impact of Organizational Justice and Job Satisfaction

C. ORGANIZATIONAL JUSTICE

To establish the empirical differences among the demographic variables such as gender, age, education, experience and income and the sub-scales of Organizational Justice, the following hypotheses were formulated for testing.

Null Hypotheses 1 (Gender * Organizational Justice)

The following were the null hypotheses formulated to study the differences between the male and female employees of the IT sector. Independent sample z test was conducted to test the hypotheses.

H₀ C1.a. Male and female respondents do not differ on their scores on the distributive justice.

H₀ C1.b. Male and female respondents do not differ on their scores on the procedural justice.

H₀ C1.c. Male and female respondents do not differ on their scores on the interactional justice.

Null Hypotheses 2 (Age * Organizational Justice)

The following were the null hypotheses formulated for age groups with the dimensions of organizational justice.

H₀ C2.a. Employees belonging to different age groups do not differ on their scores on distributive justice.

H₀ C2.b. Employees belonging to different age groups do not differ on their scores on procedural justice.

H₀ C2.c. Employees belonging to different age groups do not differ on their scores on interactional justice.

Null Hypotheses 3 (Education * Organizational Justice)

The following are the null hypotheses formulated for the third demographic profile educational qualification of the employees tested with the dimensions of organizational justice.

H₀ C3.a. Employees belonging to different education qualification do not differ on their scores on distributive justice.

H₀ C3.b. Employees belonging to different education qualification do not differ on their scores on procedural justice.

H₀ C3.c. Employees belonging to different education qualification do not differ on their scores on interactional justice.

Null Hypotheses 4 (Experience * Organizational Justice)

The following are the null hypotheses formulated for the demographic profile years of experience with the dimensions of organizational justice.

H₀ C4.a. Employees belonging to different years of experience do not differ on their scores on distributive justice.

H₀ C4.b. Employees belonging to different years of experience do not differ on their scores on procedural justice.

H₀ C4.c. Employees belonging to different years of experience do not differ on their scores on interactional justice.

Null Hypotheses 5 (Income * Organizational Justice)

The following were the null hypotheses formulated to study the differences between the income levels of the employees in the IT sector.

H₀ C5.a. Employees belonging to different income groups do not differ on their scores on distributive justice.

H₀ C5.b. Employees belonging to different income groups do not differ on their scores on procedural justice.

H₀ C5.c. Employees belonging to different income groups do not differ on their scores on interactional justice.

Null Hypotheses

D. JOB SATISFACTION

To establish the empirical differences between the demographic variables such as gender, age, education, experience and income and Job Satisfaction, the following hypotheses were formulated for testing.

Null Hypotheses (Gender * Job Satisfaction)

The following hypothesis were formulated to study the differences between male and female employees on their scores on job satisfaction. Independent sample z test was conducted to test the hypotheses.

H₀ D. 1. Male and female respondents do not differ on their scores on the Job Satisfaction.

Null Hypotheses (Age * Job Satisfaction)

H₀ D. 2. Employees belonging to different age groups do not differ on their scores on Job Satisfaction.

Null Hypotheses (Education * Job Satisfaction)

H₀ D. 3. Employees belonging to different education qualification do not differ on their scores on Job Satisfaction.

Null Hypotheses (Experience * Job Satisfaction)

H₀ D. 4. Employees belonging to different years of experience do not differ on their scores on Job Satisfaction.

Null Hypotheses (Income * Job Satisfaction)

H₀ D. 5. Employees belonging to different income groups do not differ on their scores on Job Satisfaction.

5.5. INSTRUMENTATION

The data for analysis was collected using the following scales/ instruments were used.

- i. Job Satisfaction Scale (JS) – 20 items
- ii. Organizational Justice Scale (OJ) – 20 items

The details regarding the number of items in the scale, the testing of its psychometric properties (reliability and validity), its scoring pattern are all explained below.

Job Satisfaction Scale (JS Scale)

For the present study, 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. The short form MSQ scale contains 20 items. This is a uni-dimensional scale comprising three major aspects of satisfaction viz., intrinsic satisfaction, extrinsic satisfaction and general satisfaction. Compared to the other instruments on job satisfaction, the MSQ contains more specific information on the various key aspects of the job that individuals find more rewarding. 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.

Scoring

Response choices for the MSQ are weighted in the following manner:

<i>Response Choice</i>	<i>Scoring Weight</i>
<i>Very Dissatisfied (VDS).....</i>	<i>1</i>
<i>Dissatisfied (DS).....</i>	<i>2</i>
<i>Neither (N).....</i>	<i>3</i>
<i>Satisfied (S).....</i>	<i>4</i>
<i>Very Satisfied (VS).....</i>	<i>5</i>

Thus, the opinion of the respondents is scored from 1 through 5 proceeding from left to right in the answer spaces. The scale scores are determined by summing up the weights of the responses chosen for the items in each scale.

Organizational Justice Scale (OJS)

Organizational Justice was measured by the scale developed by Neihoff and Moorman (1993). The scale primarily consists of three sub-dimensions mainly, distributive justice, procedural justice and interactional justice. The scale consists of 20 items which are divided on the dimensions in the following way,

Questions from 1 – 5 are related to Distributive Justice

Questions from 6 – 11 are related to Procedural Justice

Questions from 12 – 20 are related to Interactional Justice

5.6. SAMPLING TECHNIQUE

Data were collected from the Information Technology employees working in Coimbatore city. The sampling adopted for the present study was multistage sampling. In stage one, seven companies listed in NASSCOM (National Association of Software and Service Companies) who had their origin in Coimbatore were selected. In stage two, organizations who had a minimum headcount of 150 employees were selected. This was done to obtain an equal sample size. Thus, 6 companies were chosen. The HR heads of the companies were approached regarding the data collection process. Five companies permitted for the collection of data. The total population size of the five companies were 2600 respondents. Based on the Krejcie and Morgan (1970) sample size table, 335 respondents were considered to be adequate sample size. Considering the non-response error, non-filling of the questionnaire, almost 600 questionnaires were distributed to the employees. 558 questionnaires were returned back of the data collection out of which few were incomplete and unfilled. Those were not considered for the final study.

Thus, there were totally 534 respondents considered for the further process.

5.7. SAMPLE

The final sample consisted of 534 employees working in IT industry of Coimbatore city. Percentage analysis was executed in order to understand the nature of the data and its characteristics. There was an equal distribution of male and female respondents in the collected data which comprised of 272 male employees and 262 female employees. With regard to the age category, almost 73.8 percent of employees were belonging to the age limit of 20-30 years. 19.7 percent of employees in 31-40 years and 6.6 percent in above 40 years category. The percentage analysis also showed that almost 82 percent of employees were belonging to the income group of less than 30000 rupees.

5.8. TOOLS FOR DATA ANALYSIS

With reference to the research objectives formulated and the availability of the final data collected, different statistical tools were adopted. The SPSS – Statistical Package for Social Science (Version 21) were used for analysis. Following were the details of the different tools used in the present study.

z test

The z test is used to study the difference between the two groups of equal or unequal sizes. In the present study, demographic variables such as gender, income is studied along with dimensions of organizational justice and job satisfaction.

ANOVA

One-way ANOVA test is used to test the difference among the variables where there are more than two groups. In this study, ANOVA is used for testing demographic variables such as age, education, experience, family size with the dimensions of organizational justice and job satisfaction.

Correlation

Correlation is used to test the relationship between two variables. In this study, the relationship between organizational justice and job satisfaction is studied.

Regression

Regression is used to study the impact of the one variable on the other variable. The value shows whether it is a negative or positive effect. The R square value shows that impact of the two variables on each other.

Thus, are the tools used for analysis.

5.9. FINDINGS OF THE STUDY

1. There is a significant difference between income levels of the employees on their scores on interactional justice of organizational justice.
2. Employees earning more than 30,000 rupees were scoring high on the interactional justice of organizational justice compared to employees who are earning less than 30,000 rupees.
3. There is no significant difference between male and female respondents on their scores on job satisfaction.
4. There is a significant difference among the age groups of employees and their opinion towards job satisfaction.
5. Employees belonging to the age group of 20 – 30 years feel that there is high job satisfaction compared to the other two age categories.
6. There is a significant difference among the educational qualification of employees and their opinion towards job satisfaction.
7. Employees belonging to the under-graduation category of educational qualification feel that there is high job satisfaction compared to the other two categories of education.
8. There is a significant difference among the years of experience and their opinion towards job satisfaction.
9. Employees belonging to less than 5 years and 6-10 years category of experience levels feel that there is high job satisfaction compared to employees who are more than 10 years of experience.
10. There is a significant difference between the income groups of employees and their opinion towards job satisfaction.

11. Employees earning more than 30,000 rupees were more satisfied in the job compared to the employees earning less than 30,000 rupees.
12. There is a significant relationship between organizational justice and job satisfaction.
13. There is a high positive impact of organizational justice and job satisfaction. 74 percent of variance in job satisfaction is been explained by the three dimensions of organizational justice.
14. There is a significant difference between the educational qualification of the employees and interactional justice dimension of organizational justice scale.
15. Employees who have completed the under graduate courses and are employed in the IT sector feels that there is interactional justice compared to the other categories of educational qualification.
16. There is no significant difference between the years of experience of the employees and distributive justice dimension of organizational justice scale.
17. There is a significant difference between the years of experience of the employees and procedural justice dimension of organizational justice scale.
18. Employees who are less than 5 years in the organization feels that there is high procedural justice compared to the other two categories of experiences.
19. There is a significant difference between the years of experience of the employees and interactional justice dimension of organizational justice scale.
20. Employees who are less than 5 years in the organization feels that there is high interactional justice compared to the other two categories of experiences.
21. There is no significant difference between income levels of the employees on their scores on distributive justice of organizational justice.
22. There is a significant difference between income levels of the employees on their scores on procedural justice of organizational justice.
23. Employees earning more than 30,000 rupees were scoring high on the procedural justice of organizational justice compared to employees who are earning less than 30,000 rupees.

24. Male and female respondents differ significantly on the scores of distributive justice dimension of organizational justice. Female respondents score high on distributive justice compared to the male employees of the IT sector.
25. There is no significant difference between male and female respondents on the procedural justice dimension of organizational justice scale.
26. There is no significant difference between male and female respondents on the interactional justice dimension of organizational justice scale.
27. There is a significant difference between the age groups of employees and the distributive justice dimension of organizational justice scale.
28. Employee belonging to the age category of 20-30 years are high on their scores of distributive justice dimension compared to the other age categories.
29. There is a significant difference between the age groups of employees and the procedural justice dimension of organizational justice scale.
30. Employee belonging to the age category of 20-30 years are high on their scores of procedural justice dimension compared to the other age categories.
31. There is a significant difference between the age groups of employees and the interactional justice dimension of organizational justice scale.
32. Employee belonging to the age category of 20-30 years are high on their scores of interactional justice dimension compared to the other age categories.
33. There is no significant difference between the educational qualification of the employees and distributive justice dimension of organizational justice scale.
34. There is a significant difference between the educational qualification of the employees and procedural justice dimension of organizational justice scale.
35. Employees who have completed the under graduate courses and are employed in the IT sector feels that there is procedural justice compared to the other categories of educational qualification.

5.10. RECOMMENDATIONS

With reference to the findings of the study, the following were the recommendations proposed.

The findings show that organizational justice with no doubt increases job satisfaction. The IT sector should follow distributive justice especially with reference to the male and female employees.

5.11. DIRECTIONS FOR FUTURE RESEARCH

The present explored the demographic differences among all the subscales of organizational justice and job satisfaction. However, other demographic variables such as family type, medium of education can be included in further studies.

5.12. LIMITATIONS FOR THE STUDY

1. Data collection, especially with reference to the IT sector was a tedious process. Most importantly, getting permission for data collection among IT employees was very difficult.

5.13. CONCLUSION

This chapter concludes the entire documentation of the research work. The research background, research objectives, hypotheses are all summarized. The research work answered all the research questions framed to attain the objectives. Various analysis such as Independent sample z test, one-way ANOVA (Analysis of Variance), Correlation and Regression were all performed to test the hypotheses. The results of the analysis provided the empirical evidence that there is a relationship among the study variables. The chapter discusses on the direction for future research and recommendations for research. Hence, the current study has attempted to make a valuable contribution to the existing literature in organizational justice and job satisfaction.