

ACKNOWLEDGEMENT

It is indeed a great pleasure to express my profound and sincere thanks to **The Almighty** who showered His blessings on me and provided me with strength, confidence, courage, inspiration for my study.

I wish to express my heartfelt thanks to **Smt. R. Nandhini**, Chairperson PSGR Krishnammal College for Women for providing all the necessary facilities for research

I thank **Dr. N. Yesodha Devi**, Secretary PSGR Krishnammal College for women for providing her warm support and inspiration

I am deeply grateful to **Dr. S. Nirmala**, MBA, M.Phil, Ph.D., Principal, PSGR Krishnammal College for women for her warm support and encouragement throughout the research work

I thank **Prof. S. Balasubramanian**, Chief Mentor, GRG School of management and **Dr. P. Sadhasivam**, Dean, GRG School of management Studies for their support and inspiration.

I wish to express my sincere gratitude to my supervisor **Dr. P. Paramanandam**, M.Sc., M.A., MBA, M.Phil., Ph.D., Professor, Department of Management PSGR Krishnammal college for women, Coimbatore. His encouragement valuable timely advice throughout the period of research helped me in the successful completion of my thesis. I will always be indebted to him for his guidance.

I wish to express my sincere thanks to **Dr. K. Vidyakala**, MBA., M.Phil., Ph.D., Head of the Department of Business Administration for her warm support and encouragement throughout the research work

I am indeed thankful to all those who helped me in my endeavours all through these years. Special thanks to the respondents of the study who spared their time for data collection

I am very thankful to my friends and family members, my husband Mr.P.Kangesh, My parents Mr.K.R. Kandasamy and Mrs.S. Sundarammal and my in-laws.

Table of Contents

TABLE OF CONTENTS

CHAPTER NO.	TITLE	PAGE NO.
I	INTRODUCTION	1
1.1	Background of the Study	2
1.2	Preface to Theory	12
1.3	Job Satisfaction	13
1.4	Research Objectives	20
II	REVIEW OF LITERATURE	24
2.1	Introduction	24
2.2	Studies on Organisational Justice (OJ)	24
2.3	Studies on Job Satisfaction (OS)	31
III	RESEARCH METHODOLOGY	34
3.1	Introduction	34
3.2	Research Design	34
3.3	Conceptual Framework	34
3.4	Research Questions	35
3.5	Formulation of Hypotheses	35
3.6	Source of Data	38
3.7	Instrumentation	38
3.8	Questionnaire Description	39
3.9	Pilot Study	40
3.10	Results of the Pilot Study	40
3.11	Population	41
3.12	Sampling Technique	41
3.13	Data Cleaning	42
3.14	Period of the Study	42
3.15	Sample Characteristics	42
3.16	Data Analysis	42
3.17	Summary	43

CHAPTER NO.	TITLE	PAGE NO.
IV	ANALYSIS, FINDINGS, INTERPRETATION AND DISCUSSION	44
4.1	Introduction	44
4.2	Respondents Distribution in the Data	44
4.3	Demographic Profile	44
4.4	Hypotheses Testing	47
V	SUMMARY, FINDINGS, CONCLUSIONS AND RECOMMENDATIONS	74
5.1	Introduction	74
5.2	Objectives	74
5.3	Research Questions	74
5.4	Hypotheses	75
5.5	Instrumentation	78
5.6	Sampling Technique	79
5.7	Sample	80
5.8	Tools for Data Analysis	80
5.9	Findings of the Study	81
5.10	Recommendations	84
5.11	Directions for Future Research	84
5.12	Limitations for the Study	84
5.13	Conclusion	84
	BIBLIOGRAPHY	85
	QUESTIONNAIRE	
	PUBLICATIONS	

LIST OF TABLES

Table No.	Title	Page No.
3.10	Reliability details of Pilot Study	41
4.3	Demographic Profile of the Respondents	46
4.4.1	Mean scores of gender with the dimensions of organizational justice	48
4.4.2	Mean scores of age with the dimensions of organizational justice	49
4.4.3	Results of the Post-hoc tests	50
4.4.4	The post-hoc results of age with procedural justice	50
4.4.5	The post-hoc results of age with interactional justice	51
4.4.6	Mean scores of educational qualifications with the dimensions of organizational justice	52
4.4.7	The post-hoc results of education with procedural justice	53
4.4.8	The post-hoc results of education with interactional justice	53
4.4.9	Mean scores of years of experience with the dimensions of organizational justice	54
4.4.10	The post-hoc results of years of experience with procedural justice	55
4.4.11	The post-hoc results of years of experience with interactional justice	56
4.4.12	The mean scores of income groups with the dimensions of organizational justice	57
4.4.13	The mean scores of genders with Job Satisfaction	58
4.4.14	Mean scores of age groups with the dimensions of Job Satisfaction	59
4.4.15	The post-hoc results of age with Job Satisfaction	60
4.4.16	Mean scores of educational qualifications with the dimensions of Job Satisfaction	60
4.4.17	The post-hoc results of educational qualification of employees with Job Satisfaction	61

Table No.	Title	
4.4.18	Mean scores of experience levels with the dimensions of Job Satisfaction	62
4.4.19	The post-hoc results of experience levels of employees with Job Satisfaction	62
4.4.20	Mean values, standard deviation, standard mean error and the z score values on job satisfaction	63
4.4.21	Correlation between respondents' opinion on organizational justice and job satisfaction	64
4.4.22	Correlation between respondents' opinion on the dimensions of organizational justice and job satisfaction	65
4.4.23	Correlation between respondents' opinion on the dimensions of organizational justice and job satisfaction	66