

Introduction

CHAPTER I

INTRODUCTION

Job satisfaction is one of the most 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.

1.1 BACKGROUND OF THE STUDY

Employee Satisfaction is the baseline for the success of any organization. It is impacted by the employee's views about the fairness of the company right from the formation of the policies and procedures to the fair treatment of all employees inside the organization. The employee's perception about the fairness of workplace is characterized under a variable namely, organizational justice. The concept of organizational justice variable was first introduced by Greenberg (1987). It is defined as how an employee judges the behaviour of the organization. For example, if an organization decides to send-off half of its workers out of job, an employee may feel it is injustice and this will result in a negative attitude resulting in poor productivity.

An individual's perception on the organisations decisions as fair or unfair can influence the other individuals subsequent attitudes and behaviours inside your organisation. Therefore, fairness inside an organisation is the Central core interest because the implications of perceptions of injustice can have a vast impact on the job attitudes and behaviours at work. The organisation justice can be related to be the perception of employees on the fairness of the pay, equal opportunities for promotions, and proper selection criteria for employees. Therefore, organisational justice is conceptualized as a multidimensional construct which includes the distributive justice, procedural justice and interactional justice. Infact the importance of emotions in the performance appraisal conducted in the organisation with respect to the fairness of the situation can affect once behaviour and attitudes real reactions to the situation (Barsky, Kaplan & Beal, 2011).

Organisational Justice Definition

The concept of organisational justice was first proposed by Greenberg in 1987. It refers to employees perception of the organisations behavioural decisions and actions and how these influence the employees own attitudes and behaviours at work. The concept of organisational justice is concerned with all the activities what happens inside the workplace right from the treatment of the subordinates by the superiors, equal pay, access to foreign assignments, training opportunities and gender equality. It is originally derived from the theory of equity which proposes that individuals make decisions or judgements based on the amount of fairness they give to the organisation compared to the amount on what they get back from the organisation. Looking at the priority for organisational justice, the management of organisational justice can induce counterproductive work behaviours such as workplace deviance, absenteeism, disengagement among employees. At the same time, if properly managed organisational justice also encourages positive attributes like trust, progressive communication, interpersonal skills and contextual performance ultimately the job satisfaction of the employees.

Types of Organisational Justice

The three major components of organisational justice which are distributive, procedural and interactional justice.

Distributive justice

Distributive justice refers to the fairness that is associated with the decisions taken by the organisation and the distribution of resources to all employees inside the organisation. Resources are the outcomes mentioned here which may be tangible or intangible. Examples of tangible outcomes refers to the monetary benefits, pay, promotions and designations. Examples of intangible resources refers to appreciation, price and recognition in front of all the other employees. In organisational behaviour, concept of distributive justice is understood as perceived fairness among the employees on the roles and responsibilities shared by the group members. For example, when the employees belonging to the same team are paid different salaries the group members may feel that there is the prevalence of distributive injustice. This will predominantly disturb the relationship among the group members.

Procedural Justice

Procedural justice is defined with respect to the fairness of the processes and procedures followed by the organisation which leads to outcomes. For example, this refers to do the employees feel on having a freedom to voice out their opinions in the process and policies of the organisation. If an organisations policies are strong and structured and are followed with accuracy consistency there will be lack of bias and ethics, then the procedural justice among employees is enhanced (Leventhal, 1980). Procedural justice is related to the idea of fairness in the processes related to legal proceedings. Explains the transparency and fairness inside the organisation of the process and policies of the organisations by which decisions are made. It is also related with the fairness of distribution of rights and resources among all employees. When an organisation perceives or have found out that an employee who is a super performer of the organisation have done an unethical issue inside the organisation or to the organisation, the organisation has to take a fair action with regard to the punishment of the wrong doings. In the organization just discuss the wrongdoings as the employer is a high performer, unfair treatment of the organisation may induce two actions.

1. It will facilitate other employees to involve in unethical work behaviours.
2. It will arouse a feeling of injustice among other employees.

Interactional justice

Interactional justice includes the treatment of an employee with respect to the decisions and also includes the explanations for the decisions taken by the organisation and delivering the decisions with utmost sensitivity and respect (Bies & Moag, 1986). Construct validation study conducted by Colquitt (2001) has divided the interactional justice into two components which is the interpersonal justice and informational Justice. Interpersonal justice refers to the perception of employees with reference to the respect and fair treatment of the co-workers. Informational justice refers to the explanations provided by the organisation to the people that convey the information and procedures why it is used in a certain way and why the outcomes are distributed in a particular fashion inside the organisation.

Therefore, these three types of organisation give an employee a fair treatment and positive vibration that creates a family culture inside the organisation. They feel that their opinions are respected and valued by the organisation. Such treatments of employees will build loyalty and dedication towards the job and the organisation. The contribution of the employee will increase leading to better productivity and business performance.

Models for understanding Organisational Justice

Many researchers have proposed to explain the structure of organisational justice with the three-factor model proposed by DeConinck 2010, Liljegren & Ekberg, 2010. Initially, organisational justice was studied with the two-factor model involving the distributive justice and procedural justice. The accuracy of the two factor model was challenged by other studies and their suggested a third factor model which is the distributive justice, procedural justice and interactional justice. Bies and Moag (1986), argue that the interactional justice is different from the procedural justice because it involves the social exchange component of the interaction and fair treatment of the employees. Procedural justice represents only the process and policies that are used to arrive at the decisions of the organisation.

Antecedents of Organisational Justice

The primary antecedent of the perception towards organisational justice is the extent to which the employee feel that they are involved in the decision making or other procedures of the organisation. The organisational justice level of an employee increases when they have input their process and ideas in the organisations policies than when employees perceive that they do not have any opportunity to participate (Greenberg & Folger, 1983; Bies & Shapiro, 1988). In addition, other studies have also shown that employee participation is related to both procedural justice and interpersonal justice perceptions (Kernan & Hanges, 2002).

The next antecedent of organisational justice is organisational communication with the employees. Communication is been related to the interpersonal and informational justice perceptions which is together conceptualized as interactional justice (Kernan & Hanges, 2002). For the interpersonal or informational justice to be high, any information

that is provided to the employees should be accurate, timely and also helpful. Such behaviour of the organisation will have positive impact on the interpersonal justice of employees (Schweiger & DeNisi, 1991).

The third antecedent of organisational justice is a climate of justice inside the organisation. The perception of the organisation justice inside the organisation can be influenced by the mindset of the co-workers and the team members. Research also suggest that the perception of employees in a team is called as justice climate which will have an impact on the views of the individual's justice (Li & Cropanzano, 2009). In today's organisation culture every project is handled in a team than people working in isolation. Telephone communication within the team members when they share their perceptions with one another will definitely have an impact on the fairness of events (Roberson & Colquitt, 2005).

Outcomes of Organisational Justice

Employees perception on the justice and especially injustice within the organisation can have a result of both positive and negative outcomes. The following discuss some of the major outcomes of organisational justice which has a profound importance or implications on the business performance. Some of the key outcomes of organisational justice are trust, employee performance, job satisfaction, organisational commitment, extra role behaviour, counterproductive work behaviour which will deplete the organisational performance such as absenteeism, turnover and emotional exhaustion.

Trust

The effect between the organisational justice and trust developed for an employee is based on the concept of reciprocity. When the organisations decisions are fair this will develop a deep trust in the belief system of the employees expecting the future organisational decisions will also be fair. Many researchers have found that procedural justice is the strongest predictor of organisational trust (Hubbell & Chory-Assad, 2005; Cohen-Charash & Spector, 2001). Smooth relationship between employee and supervisor can lead to trust in the organisation (Karriker & Williams, 2009).

Performance

The relationship between organisational justice and employee performance stems from the theory of when employees perceive there is injustice inside the organisation, then they will take a step back in their perception towards the organization. This backstep will result in the lower level of job performance. This will automatically reduce the efficiency and productivity of the employees (Cohen-Charash & Spector, 2001). Improving the organisational justice will automatically improve the productivity and job performance (Karriker and Williams, 2009).

Job satisfaction

Job satisfaction, most prominent research variable in in organisational psychology was found to be positively associated with the organisational justice. Greater perceived levels of justice among the employees will contribute to who hire job satisfaction where is great unperceived injustice will result in lower levels of job satisfaction (Al-Zu'bi, 2010).

Organisational citizenship behaviour

OCB behaviours are considered as the extra role behaviour of the employees. They refer to the steps taken by the employees which go above and beyond the scope of their job description. This extra role behaviours cannot be really thought or mentioned in the job description but involve all the activities that contribute to the overall organisational growth and positivity. Research shows that OCB behaviour are related to both procedural justice (DeConinck, 2010; Cohen-Charash & Spector, 2001; Karriker & Williams, 2009) and distributive justice perceptions (Cohen-Charash & Spector, 2001; Karriker and Williams, 2009).

Counterproductive work behaviours

Counterproductive work behaviour refers to the negative behaviour as accepted by the employer where the employee acts against the legitimate interests of the organisation (Gruys and Sackett, 2003,p:30). This behaviour affects organisations in various different ways. When employee's perception on organisational justice increases on the negative side, for example, when the organisation doesn't take any major action on the punctuality of employees, obviously the employee who always comes regularly to the

office will be inclined to come late. This will facilitate the employees and willingness to comply with the organisation's rules (Cohen-Charash and Spector, 2001). This is mainly because of the relationship between the procedural injustice, perceived normative conflict, that is, the extent to which the employees perceive the conflict between the norms of their organisation followed and actual reality of the organisational rules happening with their teams (Zoghbi-Manriquei-de-Lara & Verano-Tacoronte, 2007). Therefore, higher perceptions of procedural injustice among the employees may lead to counterproductive work behaviours inside the organisation.

Absenteeism

Poor attendance is another major outcome of perceived organisational injustice which is also related to the equity theory (Johns, 2001). An employee is expecting for a positive performance appraisal and higher designation hike in their salary or a promotion and when they are not given the same or when the same co-workers are given with the same promotions and hike, this may result in the feeling of injustice. This will lead to employees' absence without any reason in the workplace. Studies have shown that when people feel that organisational commitment towards the employees is high their commitment towards the organisation is also high. The result is there is a decrease in absenteeism (Johns, 2001). In addition to this withdrawal or exiting from the organisation is also the most extreme outcome of perceived organisational injustice. This usually happens when and the employer feels that the rules of the organisations are not equally distributed among the employees (Cohen-Charash and Spector, 2001).

Emotional exhaustion

Emotional exhaustion is mostly related to the health of the employees and burnout. When an employee perceives the organisation activities are justice his health inside the organisation increases and burnout decreases (Liljegren and Ekberg, 2009). Emotional exhaustion is distributed among all the three forms of organisational justice at different levels of emotional exhaustion.

Health of the employee

When an employee perceives organization activities are injustice to him, he or she will automatically develop various thoughts and emotions which will affect their physical body and the mental body. These emotions and thoughts of injustice will create tremendous health issues in the employees. Employees with such poor health will also spread negative vibes among other employees leading to poor business performance and dissatisfaction inside the organisation.

Turnover intention

Perceptions of organisational injustice and feel of unfair treatment among the employees are significant determinants of turnover intention (DeConinck and Stilwell, 2004; Nandiri & Tanova, 2010). Huntington in his study proposes that employees quitting the organization is tangible outcome of employees' perceptions.

Applications of organisational justice

The major independent variable of the current research study is organisational justice. It is highly important the following discusses its applications in the real world situations.

Performance appraisal

Many employees working in the organizations feel that performance reviews are conducted against their intrinsic value, they automatically develop a dislike for suspicion of being appraised (Brumback, 2005). Employees wish to see their work performance is assessed in an unbiased and accurate manner.

The following are some ways in which the organisations can create a fair performance appraisal system.

1. The HR department has to ensure the performance appraisals are done on time especially for the employees who are in their contract period as their expectation of moving to the next level is high.
2. It is highly significant to rightly inform the employee prior on the appropriate performance criteria and sometimes it is better to follow the employees decide on what they should be assessed on.

3. It is the responsibility of the organisation to clearly indicate the employee on the job description and the goals that is expected by the organisation for the employee to achieve and to conduct a goal-oriented behaviour-based performance review.
4. It is also highly appreciable to consider the self rating of the employee and clear ratings and also the ratings from their supervisors without any bias.
5. At the time of the interview the employee must be allowed to express their feelings and opinions to the appraiser.
6. Being process oriented is more important than being people-oriented especially in terms of performance appraisal.

Disciplinary procedures

Like the importance of performance appraisal, discipline is another area in which employees strongly want to make their voices and wish it is heard and considered by the organisation.

Conflict resolution

The growing area for organisations especially with the emergence of IT sector companies in our countries there is a rise in team based work which creates more opportunities for conflict among the police leading to unlawful dismissals and perceived injustices inside the organisation.

Layoffs and terminations

Terminations is a very sensitive area that has high impact on developing perceived organisational injustice among employees. Studies have shown that the way in which the termination procedures are handled can have substantial impact on the behaviour of those affected. A study conducted by Lind (1998), confirms that nearly 15% of the dismissed employees felt that they were treated unfairly and proceeded to file claims against the former company. It is important to handle termination with my dignity and respect for the employees. Powerful and honest explanation for termination has to be given with adequate notice period which will help him to find new employment. This is an action in some way the organisation concerns for the social psychological implications of the termination. This is particularly important in the case of highly committed workers

when they are treated unfairly or poorly by the organisation. This will develop a negativity in their mind by taking an oppositional stand against the former employer (Brocknerer all, 1992).

Selection and staffing

Unfair selection and recruitment procedures may have a vast impact on the perceived injustices. Similar to the termination the current workers of the organisation may develop negative attitudes and lower commitment levels when they feel the organisation is operating unfairly in the selection of new staff. The following procedure may be followed as a fair selection process in the organisations.

1. Establishment of clear specific selection criteria which matches on the job description is very important. Right from the educational qualification required, the technical competencies required and the roles and responsibilities of the job has to be explained.
2. More importantly the same procedure has to be consistently followed for all the applicants applied for the same role.
3. They have to give equal opportunities for candidates to express and explain themselves.

NEED FOR THE STUDY / SAMPLE SELECTION RATIONALE

Considering the manufacturing industry, the need for an employee to talk with people is less as he or she talks more with the machines, whereas IT sector is one important sector where communication among the colleagues is of prime importance because of the team-based work culture developed by the IT organisations. Such team-based work cultures developed frequent opportunities for interpersonal issues, disputes between the colleagues, giving higher risk scenarios for the organisation in terms of people management. The chances for emergence of perceived injustices is high among the IT sector employees. As the IT organisations follow common culture in all its branches the struggle in maintaining distributive justice, procedural justice and interactional justice is high.

The hearts of employees are tougher battlefield than the minds of the employees. In studying organisational justice what is important is not the reality itself but the subjects

perception of reality - Beugre, 1998. Satisfaction at work is of major interest and organisational justice can be a key factor contributing to the employees and managers satisfaction as well.

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).

Organisational justice is not only important for the organisational performance but to a large extent it determines the economic and mental well-being of an employee. Therefore, it has a greater impact on organisations especially in terms of developing a smooth relationship between the employer and employees. The current research study is an attempt explore the relationship between the two study variables namely, organizational justice and job satisfaction scientifically.

1.2 PREFACE TO THEORY

The ideology of organisational justice has its roots from the equity theory (Adams, 1963, 1965). The theory suggest that the judgements of equality and inequality are derived from comparisons between oneself and the others based on the inputs and outcomes. The input here refers to what a person perceives to contribute, for example in an organisation it is knowledge and effort of the employees whereas outcomes refers to what an individual perceives to get out of the organisation. In this case an employee gets pay, rewards and recognition from the organisation.

ADAMS EQUITY THEORY

According to the Adams equity theory (1963), when employees feel that they are fairly treated they are more likely to be motivated and such motivation will be transformed into a positive work behaviour and mental attitude. At the same time, when an employee feels that the activities inside the organisation are unjust he will develop negative work behavioural patterns inside the organisation. What is just and what is unjust with regard to the employees are decided based on their inputs and outputs from the organisation. Inputs here refers to the work contributed by the employees and outputs refers to the pay recognition, awards, performance, hikes, promotions and higher designations etc.

1.3. JOB SATISFACTION

Spektor (2000), defines job satisfaction as people's attitude towards their jobs and generally with respect to different domains (Shokrkon and Na'ami, 2003). Contrary to the work culture that existed 20 years back, the current economic scenario demands both male and female in the working environment. Therefore, almost the most productive conscious part of life is spent inside the organisations. Every individual tries to take up a job that matches their educational qualification and that satisfies their economic demands. Organisation is such a social system that life and stability is dependent on the strong bonds between the important elements inside the organisation. Organisational researches have always considered job satisfaction and the effect of job satisfaction on the productivity of the organisation. If the organisations employees are happy and satisfied and feel that there is justice prevailing inside your organisation, this will have a vast impact on their working behaviour. This will also have a great positive effect the behaviour of the employee with the family members. Therefore, the overall health and mental well-being of an employee is stabilized with the positive job satisfaction. At the same time, when an employee feels a sense of dissatisfaction and injustice inside the organisation this will definitely have an impact on their work and duties. This will have an impact on their health and it will result in fatigue and depression. Therefore, they will not be interested in their jobs. This depression will lead to other health issues which will also affect their family and as a result the society will damage (Imani, 2009).

Job satisfaction is an important factor in organisational psychology. Satisfied workers produce more if their working climate is smooth and conducive. Job satisfaction is an important parameter of how employees' field inside their organisations and it is a predictor of many work performance behaviour such as organisational citizenship, absenteeism and turnover.

Job satisfaction refers to the pleasurable emotional state resulting from the appraisal of one's job as achieving for facilitating that payment of one's job values (Locke, 1969, p. 316). Brief (1998) has defined the job satisfaction as a personal state that is demonstrated by effectively and cognitively evaluating and encounter job with some extent of like or dislike (Whitman, Rooy and Viswesvaran, 2010).

Porter, Lawler and Hackman (1975), define job satisfaction as a feeling that is determined by the difference between all those feelings person feels he should receive from his job and all those things he actually does. Job satisfaction is all about liking the job fully and getting involved in the working space. It is actually a process of finding fulfilment in what you do. It is a combination of individual feelings and emotions about their job and how far this job affects their personal life. It is a psychological expression.

Paul Spector (1985) define job satisfaction as a cluster to evaluate the feelings about the job. He defines nine different faces of job satisfaction. They are,

1. Pay, amount and fairness for equal distribution of salary.
2. Opportunities for promotion and fairness in promotion.
3. Fairness in supervision.
4. Benefits provided to the employee in terms of insurance, vacation and other fringe benefits.
5. Contingent procedure such as sense of respect, recognition and appreciation inside the organisation.
6. The policies, procedures rules and the operating procedures of the organisation.
7. The interpersonal skills and pleasantness among the colleagues and co-workers.
8. Enjoyment of the job activities as such sharing of information verbally and in written communication inside the organisation.

The Oxford dictionary defines job satisfaction as an application of effort to a purpose of doing something, a task of materials to be operated on doings or experience of specified kind of employment especially as a means of earning money or made a product or manifestation.

Prelude to job satisfaction

One of the earliest commencements to the study of job satisfaction was the Hawthorne experiment. The study was conducted by Elton Mayo of the Harvard Business School from 1924 to 1933. The study identified the effects of various conditions on workers productivity. The study identified that certain changes in the work conditions temporarily increase the productivity of the employees which was called as the Hawthorne effect. Then it was later found that the increase in productivity is not from the new conditions but from the knowledge of being observed. This finding escalated the evidence that people work for purposes more than the monetary benefits which raises the way for research to investigate furthermore factors on job satisfaction. Later on, scientific management which is taylorism also had a significant effect on the study of job satisfaction.

Frederick Winslow Taylor's book, Principles of Scientific Management in 1911 argues that there is only one best way to perform any given work task. The major contribution of the book was a change in the industrial production philosophies causing a shift from skilled labour and piece work towards the more modern approach for assembly lines and hourly wages. The initial use of scientific management by industries increased productivity because workers were forced to work at a faster pace. After sometime the employees started feeling dissatisfied and their exhausted by their productivity. This left the researchers with fresh questions to be answered with regard to job satisfaction. The work of Brain Walter Dil Scott and Hugo Munsterberg also set the tone for Frederick Winslow Taylor's work.

There are also few arguments that Maslow's hierarchy of needs theory of motivation which laid the foundation for job satisfaction. The Maslow's theory suggests that people satisfy or people try to satisfy the five important needs in their life which includes the physiological needs, safety needs, social needs, self-esteem needs and the self-actualization need. This theory proposed good bases for early researchers to develop the various other theories on job satisfaction.

Models of job satisfaction

Affect theory

This theory was proposed by Edwin in 1976, is the most famous job satisfaction model. The main concept of the theory is that satisfaction in a job is determined by the differences between what one actually wants in a job and what one really gets from the job. The theory further says that how much an employee values a given facet of the job, for example the degree of autonomy in a job position moderates how satisfied or dissatisfied he becomes when the expectations are/aren't met. For example, if there are two employees where the first employee values autonomy and authority in workplace and the second employee isn't so bothered about the autonomy then the first employee would be more satisfied in a position which offers high degree of autonomy and authority and will be less satisfied in the position with little or no authorities when compared to the second employee. At the same time, the theory also suggest that too much of that particular facet that will also produce stronger feelings of the satisfaction among the workers.

Dispositional theory

This is a very general theory which states that people have their own natural mindsets that influences them to have certain kind of tendencies towards certain level of satisfaction regardless of one's job. The theory also gave a notable explanation of job satisfaction in the light of evidence that satisfaction towards the job tends to be stable over a period of time across careers and across jobs with respect to that innate disposition. Another model proposed by Timothy AJudge in 1998 narrate the scope of dispositional theory which was called as core self-evaluations model. Timothy proposed for self-evaluations that determines once judgement towards job satisfaction which are self-esteem, general self-efficacy, locus of control and neuroticism. This theory stated that higher levels of self-esteem (the value of how a person feels in his own self) and general self-efficacy (the confidence in his own competency) lead to higher job satisfaction.

At the same time, having internal locus of control (despite the outside forces having control on once own mind when a person believes that he or she has control on their own life it is called as internal locus of control) leads to higher job satisfaction. Moreover, lower levels of neuroticism (a negative emotion) also leads to higher job satisfaction.

Two factor theory (Motivation Hygiene Theory)

This theory was proposed by Frederick Herzberg to explain satisfaction and motivation in the workplace. The theory states that satisfaction and dissatisfaction of an employee are driven by two different factors which is motivation and hygiene factors respectively. Motivating factors are those factors of the job that influences people to work more, perform better, give them satisfaction. For example, any achievement that happens in the workplace, recognition received in favour of the achievement, award from the management, higher designations, higher promotional opportunities and hike in the salary. These motivating factors are considered to be intrinsic to the job or which are very closely related to the job itself. These factors will cover the various other aspects of the organisational environment including the pay, company policies, procedures, working conditions benefits available to the employees, supervisory practices, treatment of the employees by their superiors.

Job characteristics model

This theory was proposed by Hack Man and Old which is used to study how a particular job characteristic impact the outcomes including the job satisfaction. The model proposed that five major job characteristics including the skill, variety past identity, task significance, autonomy and feedback has impact on the three critical psychological states namely experience to meaningfulness, experience responsibility for outcomes and knowledge of the actual results. This will have influence on the work outcomes namely job satisfaction and work motivation etc.

Theories of Job Satisfaction

Maslow's theory

This theory suggest that satisfaction of an employee depends on the five needs which are defined as Maslow's hierarchy of needs.

1. Physiological needs which includes the physical emotional and also the security and protection for an employee.
2. Safety needs which includes the security and protection from physical and emotional damages.

3. Social needs that covers the love care warmness, acceptance, friendship and affection in a workplace.
4. Esteem needs includes the self-respect, autonomy and achievement and also the external factors such as the status, recognition and attention.
5. Self-actualization: This covers the inner driver of an employee which includes the growth achieving once potential and self-fulfilment.

Herzberg two factor theory

Herzberg conducted a research with 200 engineers and accountants working in an organisation in 1950. He asked the employees to explain the situations in which they felt exceptionally good or bad about their jobs. He collected all the responses from the employees tabulated them and categorised them in two sets. He concluded the theory of dividing the factors contributing to job satisfaction as intrinsic factors and extrinsic factors.

Intrinsic factors are those factors which are related to the work itself, the responsibility and the achievement in the job which is related to job satisfaction. Extrinsic factors are those factors which includes the pay, supervision, policies and procedures of the company, the working conditions provided to the employees.

Factors contributing to job satisfaction

The studies shows that various factors contributed to high level of job satisfaction including the challenging and responsible job, a clear job description of what is expected from the employer, a clear induction program of the organisational culture to the employee numerous promotional opportunities, fair treatment by the management, an environment that appreciates and facilitates creativity and innovative ideas more importantly the security of the job, attractive salary and perks, freedom in the work situation, participative management facilities like medical, uniform, canteen and communication pattern which is very clear from top to bottom and bottom to top. Despite these factors, others contributing to job satisfaction are classified under three headings such as personal factors, factors inheritance in the job and factors controllable by the management.

Personal factors

The personal factors influencing job satisfaction includes age, education his childhood etc.

Factors inherent in the job

This includes the type of the work which includes characteristics like technical and non-technical, monotonous work, continuous travelling, skill and competency required for the job, the occupational status, the prestige to the particular society, the size of the project, the particular employees handling the project. The factors controllable by management includes the security of the job provided to the employees, the studying is in the employment continuous incentives for their production, the work environment a secure and pleasant environment, equal distribution of salary system, most importantly the personnel policies and procedures, a transparent communication system, grievance procedure etc.

The outcomes of job satisfaction

The following are the important effects of job satisfaction.

Productivity

A happy worker is a productive worker.

Performance

Satisfaction and productivity Connell, in his studies proposes that a satisfied worker is a productive worker.

Lower levels of absenteeism and turnover

Independent variables

Independent variable is a variable believed to have an impact on the dependent variable. Organisational justice along with the three dimensions namely procedural justice, distributive justice and interactional justice are the independent variables of the study.

Dependent variable

It is the variable in which the researcher is most interested in the study. The study explores job satisfaction as its dependent variable measuring whether job satisfaction of employees working in IT sector are dependent on the independent variables, organisational justice along with its dimensions.

Importance of job satisfaction

All other several disciplines including psychology, sociology, economics, commerce, management science, explores the variable job satisfaction. It is one of the frequently studied variables and of paramount importance in work and organisational literature.

The importance of the variable is due to the fact that many experts believe that job satisfaction can affect the labour market behaviour and influence work productivity, the employees absence, especially the employee turnover. Job satisfaction is considered to be a strong predictor of the overall employees well-being (Diaz-Serrano and Cabral Vieira, 2005); and also a significant predictor of the intentions with regard to the employees decision to leave the job (Gazioglu and Tansel, 2002).

1.4. RESEARCH OBJECTIVES

The research work primarily aims at understanding the two important variables of the study, organisational justice and job satisfaction. Significant demographic profiles 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. The next part studies on the relationship between the organisational justice and job satisfaction and the later studies about the impact of organisational justice on the satisfaction level of employees. The information technology sector employees are chosen as the major study samples for the research work.

Thus, the following objectives are derived as,

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.

a. SCOPE OF THE STUDY

The study primarily aims to identify the level of organisational justice along with its dimensions, distributive justice, procedural justice and interactional justice in organisational box settings. It also investigates the level of job satisfaction of the employees. The focus of the research is to study the two variables organisational justice and job satisfaction among the IT employees. To achieve this aim, the scope of the study is aimed at employees working in Coimbatore City. The research work further focuses on the relationship between the two study variables and the impact of organisational justice on job satisfaction among the IT employees in the Coimbatore city. With the emergence of team-based work settings which is unavoidable in today's economic scenario, this research work adds on to the existing literature which will further help the practitioners and the researchers in the field of Management especially in organisational behaviour. Therefore, this research will enhance the theoretical, conceptual and managerial implication.

b. OPERATIONAL DEFINITIONS

ORGANIZATIONAL JUSTICE

Organisational justice refers to the fair treatment of employees in their workplace.

Distributive justice

Distributive justice is defined as the fairness related with the definitions regarding the distribution of resources inside the organisation.

Procedural justice

Procedural justice is defined as the fair distribution of management policies and procedures for all employees.

Interactional justice

Interactional justice is defined as the fair treatment received by the employee as a result of fair managerial decisions.

c. ORGANIZATION OF THESIS

Research report is organised into five chapters followed by the bibliography and appendixes.

Chapter 1

The first chapter discusses on why the research is being attempted giving a detailed background to the study and overview of the two study variables namely organisational justice and job satisfaction. It gives an elaborate to understanding on the base theories of the study variables and also on the conceptual framework for the study. Gives a detailed understanding of the study variables, its outcomes in the organisational environment and its implications to the business, the need for the study scope for the research work, the reason for choosing the IT industry and the research objectives. The chapter finally ends with operationally defining the study variables and its dimensions.

Chapter 2

This chapter speaks on the theoretical framework of the research by reviewing the extent literature available for organisational justice, its dimensions and job satisfaction as a whole. The chapter also discuss various reviews on the importance of organisational justice for the organisations, various studies that is signifying the impact of organisational justice on job satisfaction and its implications towards other organisational variables. The findings and limitations from various studies conducted are discussed in this chapter. The future direction for research across different studies are critically reviewed. Finally, the research gap and the identification of the research problem are discussed in detail.

Chapter 3

The third chapter is the nervous system of the entire research report as it proposes the conceptual framework for the study the research design and the research questions. The hypotheses those were formulated for the research questions are listed on the chapter. The various instruments used for the study and the testing of its reliability and validity

are explained in the chapter. It also focuses on the explanation and adoption of the samples, the sampling technique that is used and the screening of the data. It further explains on the clear description of the statistical tools that is used for data analysis.

Chapter 4

The fourth chapter presents the quantitative stage of the research report. The chapter starts with the description of the respondents and with percentage analysis which helps to understand the spread of the data. Then the chapter gives a detailed explanation for choosing of the statistical tools for testing each hypothesis formulated for the research question and present the findings with the interpretation. The final part of the chapter presents a detailed report on the discussion of the results obtained from the data analysis. In such way it provides possible answers to the research questions formulated for the study.

Chapter 5

The last chapter summarises research report and illustrates the background of the study, the research questions, sample, sampling technique, brief findings of the study, the summary, limitations of the study and the major contributions of the research work. The significant part of the chapter are the suggestions and recommendations for the future research.