

*Analysis, Findings,
Interpretation and Discussion*

CHAPTER IV

ANALYSIS, FINDINGS, INTERPRETATION AND DISCUSSION

4.1 INTRODUCTION

The chapter covers the detailed report on the analysis of the data for the present study. The data deals with analysing two major variables organizational justice and job satisfaction of employees working in IT sector of Coimbatore city. This chapter is divided into three major sections. Section 1 presents the distribution of data collected for the research work. Section 2 deals with the demographic profile of the respondents. Section 3 presents the testing of the hypotheses. The two variables are studied for the differences if any with most of the demographic profile of the respondents. Moreover, the relationship between the two variables and the impact of organizational justice and job satisfaction is also studied in this section. The last section, Section 4 gives a detailed discussion on the results of the analysis and concludes the findings of the study.

4.2. RESPONDENTS DISTRIBUTION IN THE DATA

The questionnaire was distributed to 600 respondents. Almost 558 questionnaires were returned back and after the data cleaning process, 534 questionnaires were taken for final data analysis. The respondents were belonging to different IT companies in Coimbatore City.

4.3. DEMOGRAPHIC PROFILE

The questionnaire contained several questions on the demographic profile of the respondents such as gender, age, family size, education, experience and income of the respondents.

4.3.1. GENDER

The data almost had an equal distribution of male and female respondents among the IT employees. There were 51 percent of male employees and 49 percent of female employees in the data pool. This shows that there is no big gender discrimination in terms of employment for female in the IT sector in the city.

4.3.2. AGE

The age of the IT employees was collected in three categories such as, 20-30 years, 31-40 years and Above 40 years. Almost 74 percent of employees were belonging to the age category of 20-30 years and 19 percent in the second category. This shows that the sector concentrates on the young population as its working force.

4.3.3. FAMILY SIZE

The emergence of IT culture has resulted in most the joint families dividing into nuclear family due to the frequent job locations, development of metropolitan cities etc. The family size was measured with the number of people in the family. The data shows and equal distribution of families with 2, 3, 4 and 5 members.

4.3.4. EDUCATION

The educational qualification of the respondents was classified into diploma, under-graduation and post-graduation. Almost 54 percent of the employees have completed under-graduation and 38 percent of employees are post graduates.

4.3.5. EXPERIENCE

The employees were divided into three categories of experience such as, less than 5 years, 6 – 10% and more than 10%. Almost 53 percent of employees are less than 5 years and there were only 12 percent of employees with more than 10 years of experience.

4.3.6. INCOME

There were two classifications such as less than 30000 and more than 30000. 82% of the employees are belonging to the first category of less than 30000 and the balance were belonging to more than 30000 rupees category.

The overall data distribution showed that the employees belong to a very young age category, who are less than 5 years with less than 30000 salary of equal genders. Studying the organizational justice and job satisfaction of such a data pool may contribute significant results to the industry as the results may recommend better suggestions to enhance the satisfaction level of employees.

The following table is the demographic representation of the data obtained for analysis.

Table 4.3 Demographic Profile of the Respondent

S. No	Variables	Groups	No	%
1	Gender	Male	272	51
		Female	262	49
2	Age	20-30 years	394	74
		31-40 years	105	19
		Above 40 years	35	7
3	Family Size	2 members	110	20
		3 members	113	21
		4 members	186	35
		5 members	125	24
4	Education	Under-Graduation	287	54
		Post-Graduation	201	37
		Diploma	46	9
5	Experience	Less than 5 years	287	54
		6-10 years	182	33
		More than 10 years	65	13
6	Income	Less than 30000	438	82
		More than 30000	96	18

4.4. HYPOTHESES TESTING

In order to answer the research questions formulated, specific hypotheses were formulated. The hypotheses formulated were tested based on the scores of each subscale of organizational justice and job satisfaction.

The scores of the following instruments were considered as,

- Organizational Justice measured by its three sub-dimensions, distributive justice, procedural justice and interactional justice.
- Job satisfaction is uni-dimensional and it is measured by its 20 questions.

OBJECTIVE 3

To study the demographic differences, if any, on organizational justice.

Null Hypotheses

A. Organizational Justice

To establish the empirical relationship 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 A1.a. Male and female respondents do not differ on their scores on the distributive justice.

H₀ A1.b. Male and female respondents do not differ on their scores on the procedural justice.

H₀ A1.c. Male and female respondents do not differ on their scores on the interactional justice.

Table 4.4.1 Showing the mean scores of gender with the dimensions of organizational justice

Dimensions of Organizational Justice	Gender	N	Mean	Std. Deviation	Std. Error Mean	Z SCORE
Distributive Justice	Male	272	16.3162	1.77187	.10744	-2.325*
	Female	262	16.7176	2.20162	.13602	
Procedural Justice	Male	272	19.8419	3.53694	.21446	-.978
	Female	262	20.1374	3.44250	.21268	
Interactional Justice	Male	272	25.1581	7.60418	.46107	-.608
	Female	262	25.5305	6.51825	.40270	

**Significant at 0.05 level*

The above table shows the mean values, standard deviation, standard mean error and the z score values on the three sub-dimensions of organizational justice. The z score of distributive justice is -2.325 shows that there is a significant difference between male and female respondents of IT employees. The critical ratio shows how much the z score differs from the rest of the scores. The mean score of the female respondents in the distributive justice dimension of the respondents is 16.72 (higher) compared to 16.31 of the male employees. The result shows that the female employees in IT sector perceives that their job is fair and there are paid a fair salary. They feel that they have several responsibilities in their job. Looking at the dimensions for procedural justice and interactional justice, there is no significant difference between the scores of the male and female respondents. Hence, the null hypothesis, $H_{0A.1.a}$ is rejected and the null hypotheses $H_{0A.1.b}$ and $H_{0A.1.c}$ is accepted.

Null Hypotheses 2 (Age * Organizational Justice)

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

H₀A2.a. Employees belonging to different age groups do not differ on their scores on distributive justice.

H₀A2.b. Employees belonging to different age groups do not differ on their scores on procedural justice.

H₀A2.c. Employees belonging to different age groups do not differ on their scores on interactional justice.

One-way ANOVA test was performed to study the differences among the three groups of age with the dimensions of organizational justice.

F – Table 4.4.2 showing the mean scores of age with the dimensions of organizational justice

Dimensions of Org Justice		Sum of Squares	df	Mean Square	F
Distributive Justice	Between Groups	26.964	2	13.482	3.392(*)
	Within Groups	2110.444	531	3.974	
	Total	2137.408	533		
Procedural Justice	Between Groups	696.416	2	348.208	31.887(*)
	Within Groups	5798.492	531	10.920	
	Total	6494.908	533		
Interactional Justice	Between Groups	4251.842	2	2125.921	50.114(*)
	Within Groups	22526.128	531	42.422	
	Total	26777.970	533		

The above table shows that the F values, sum of squares, df and the mean square values of age groups with the dimensions of the organizational justice. The F values are 3.392 for distributive justice, 31.887 for procedural justice and 50.114 for interactional justice. The F values shows that there is a significant difference among the age groups of

the IT sector employees on all the dimensions of organizational justice. Therefore, in order to find out in which particular group of age the difference exists, the Duncan Post-hoc test was performed. The following are the results of the post-hoc tests.

Table 4.4.3 Results of the Post-hoc tests

Distributive Justice		
Age	N	Subset for alpha = 0.05
		1
Above 40 Years	35	16.0000
31-40 years	105	16.1905
20-30 years	394	16.6447
Sig.		.063

The above table shows one subset and the significance value shows that there is a significant difference among the age groups of the employees. Though there is no much difference in the mean scores, the values show that employees belonging to the age group of 20-30 years feel that there is distributive justice. As the scale of their career, in terms of age, especially above 40 years, employees feel that there is decrease in the distributive justice. The following is the Duncan post hoc test for the dimension procedural justice and the age groups of employees.

Table 4.4.4. Showing the post-hoc results of age with procedural justice

Age	N	Subset for alpha = 0.05	
		1	2
Above 40 Years	35	18.0000	
31-40 years	105	18.0952	
20-30 years	394		20.6675
Sig.		.861	1.000

The above table shows the post-hoc results of the three groups of age with the procedural justice of employees in the IT sector. The results got divided into two subsets and the from the table it is interpreted that people belonging to 20-30 years feel that there is procedural justice followed inside the organization, whereas there the scores are not much higher with the other two groups of employees. The following is the Duncan post hoc test performed for the interactional justice with the age groups of employees.

Table 4.4.5 Showing the post-hoc results of age with interactional justice

Age	N	Subset for alpha = 0.05	
		1	2
Above 40 Years	35	20.5714	
31-40 years	105	20.6190	
20-30 years	394		27.0228
Sig.		.965	1.000

The above table shows the post-hoc results of the age groups with the interactional justice of employees in the data collected. The scores of the employees belonging to 20-30 years of age is much higher compared to the other two age groups. The table shows that the interactional justice is high among the employees belonging to 20-30 years.

The major point to noted is that the one-way ANOVA test that was performed was for unequal numbers. In spite of this, the results showed that all the three dimensions of organizational justice was high among the employees belonging to the age group of 20-30 years. Therefore, from the above tables it is clear that the null hypotheses $H_{0A2.a}$, $H_{0A2.b}$ and $H_{0A2.c}$ are rejected and the alternate hypotheses of the there is a significant difference among the age groups and the dimensions of organizational justice is accepted.

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.

H₀A3.a. Employees belonging to different education qualification do not differ on their scores on distributive justice.

H₀A3.b. Employees belonging to different education qualification do not differ on their scores on procedural justice.

H₀A3.c. Employees belonging to different education qualification do not differ on their scores on interactional justice.

One – way ANOVA test was performed to test the differences among the three groups of educational qualification with the dimensions of organizational justice.

F – Table 4.4.6 showing the mean scores of educational qualifications with the dimensions of organizational justice

Dimensions of Org Justice		Sum of Squares	df	Mean Square	F
Distributive Justice	Between Groups	2.323	2	1.162	.289#
	Within Groups	2135.085	531	4.021	
	Total	2137.408	533		
Procedural Justice	Between Groups	1195.238	2	597.619	59.878*
	Within Groups	5299.671	531	9.981	
	Total	6494.908	533		
Interactional Justice	Between Groups	7000.258	2	3500.12	93.973*
	Within Groups	19777.712	531	37.246	
	Total	26777.970	533		

**Significant at 0.05 level; #Not Significant at 0.05 level*

The above table shows that the F values, sum of squares, df and the mean square values of educational qualification groups with the dimensions of the organizational justice. The F values are 0.289 for distributive justice, 59.878 for procedural justice and 93.973 for interactional justice. The F values shows that there is a significant difference among the educational qualification groups of the IT sector employees on the procedural justice and interactional justice dimensions of organizational justice. Therefore, in order to find out in which particular group of education the difference exists, the Duncan Post-hoc test was performed. The following are the results of the post-hoc tests.

Table 4.4.7 Showing the post-hoc results of education with procedural justice

Education	N	Subset for alpha = 0.05		
		1	2	3
Diploma	46	17.6304		
Post-Graduation	201		18.5721	
Under graduation	287			21.3554
Sig.		1.000	1.000	1.000

The above table shows the results of the Duncan post-hoc tests conducted among the three groups of educational qualification with the procedural justice of employees in the IT sector. The results got divided into three subsets and the from the table it is interpreted that employees who have completed their under graduation feel that there is procedural justice followed inside the organization, followed by the post graduates and diploma holders. The following is the Duncan post hoc test performed for the interactional justice with the educational qualification groups of employees.

Table 4.4.8 Showing the post-hoc results of education with interactional justice

Education	N	Subset for alpha = 0.05		
		1	2	3
Diploma	46	18.1087		
Post-Graduation	201		22.4478	
Under graduation	287			28.5261
Sig.		1.000	1.000	1.000

The above table shows the results of the Duncan post-hoc tests conducted among the three groups of educational qualification with the interactional justice of employees in the IT sector. The results got divided into three subsets and the from the table it is interpreted that employees who have completed their under graduation feel that there is higher interactional justice followed inside the organization, compared to the post graduates and diploma holders.

Thus, the post hoc tests shows that both procedural justice and interactional justice is high among the undergraduates working in IT sector.

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.

H₀A4.a. Employees belonging to different years of experience do not differ on their scores on distributive justice.

H₀A4.b. Employees belonging to different years of experience do not differ on their scores on procedural justice.

H₀A4.c. Employees belonging to different years of experience do not differ on their scores on interactional justice.

One – way ANOVA test was performed to test the differences among the three groups of years of experience with the dimensions of organizational justice. The experience levels of the employees were divided into three categories such as less than or equal to 5 years, 6-10 years and more than 10 years.

F – Table 4.4.9 showing the mean scores of years of experience with the dimensions of organizational justice

Dimensions of Org Justice		Sum of Squares	df	Mean Square	F
Distributive Justice	Between Groups	22.825	2	11.413	2.866#
	Within Groups	2114.583	531	3.982	
	Total	2137.408	533		
Procedural Justice	Between Groups	188.702	2	94.351	7.945*
	Within Groups	6306.207	531	11.876	
	Total	6494.908	533		
Interactional Justice	Between Groups	1810.877	2	905.439	19.257*
	Within Groups	24967.093	531	47.019	
	Total	26777.970	533		

**Significant at 0.05 level; #Not Significant at 0.05 level*

The above table shows that the F values, sum of squares, df and the mean square values of years of experience groups with the dimensions of the organizational justice. The F values are 0.289 for distributive justice, 7.945 for procedural justice and 19.257 for interactional justice. The F values shows that there is a significant difference among the years of experience groups of the IT sector employees on the procedural justice and interactional justice dimensions of organizational justice. Therefore, in order to find out in which particular years of experience the difference exists, the Duncan Post-hoc test was performed. The following are the results of the post-hoc tests.

Table 4.4.10 Showing the post-hoc results of years of experience with procedural justice

Experience	N	Subset for alpha = 0.05	
		1	2
More than 10 years	65	19.2308	
6-10 years	182	19.3901	
Less than 5 years	287		20.5366
Sig.		.717	1.000

The above table shows the results of the Duncan post-hoc tests conducted among the three groups of years of experience with the procedural justice of employees in the IT sector. The results got divided into two subsets and the from the table it is interpreted that employees who have less than 5 years of experience feel that there is procedural justice followed inside the organization, compared to the other two categories of experience levels. Those employees having less than 5 years of experience may be freshers to the working culture and they may feel that every move inside the organization is as per the procedure, whereas when they move to higher years of experience, they get sophisticated with the environment and their opinions on organizational justice gets differed. The following is the Duncan post hoc test performed for the interactional justice with the three different levels of experience for employees.

Table 4.4.11 Showing the post-hoc results of years of experience with interactional justice

Experience	N	Subset for alpha = 0.05	
		1	2
More than 10 years	65	22.6154	
6-10 years	182	23.6593	
Less than 5 years	287		27.0244
Sig.		.233	1.000

The above table shows the results of the Duncan post-hoc tests conducted among the three groups of experience levels with the interactional justice of employees in the IT sector. The results got divided into two subsets and from the table it is interpreted that employees who are less than 5 years of service feel that there is higher interactional justice followed inside the organization compared to employees who are more than 5 years of experience.

Thus, the post hoc tests shows that both procedural justice and interactional justice is high among the employees who are experience less than 5 years in the organization.

Null Hypotheses 5 (Income * Organizational Justice)

Independent sample z test was conducted to test the hypotheses. The income levels of the employees were divided into two groups as employees earning less than 30000 rupees and employees earning more than 30000 rupees. The following were the null hypotheses formulated to study the differences between the income levels of the employees in the IT sector.

H₀A5.a. Employees belonging to different income groups do not differ on their scores on distributive justice.

H₀A5.b. Employees belonging to different income groups do not differ on their scores on procedural justice.

H₀A5.c. Employees belonging to different income groups do not differ on their scores on interactional justice.

Table 4.4.12 Showing the mean scores of income groups with the dimensions of organizational justice

Dimensions of Organizational Justice	Income	N	Mean	Std. Deviation	Std. Error Mean	Z SCORE
Distributive Justice	Less than 30000	438	16.4635	2.10856	.10075	-1.224
	More than 30000	96	16.7396	1.40858	.14376	
Procedural Justice	Less than 30000	438	19.7489	3.61739	.17285	-4.189*
	More than 30000	96	21.0729	2.59248	.26459	
Interactional Justice	Less than 30000	438	24.8288	7.52086	.35936	-5.336*
	More than 30000	96	27.6771	3.86753	.39473	

**Significant at 0.05 level*

The above table shows the mean values, standard deviation, standard mean error and the z score values on the three sub-dimensions of organizational justice. The z score of distributive justice is -1.224 shows that there is a no significant difference between two group groups of IT employees. The z score of the procedural justice and interactional justice shows that there is a significant difference between the income groups of employees on their opinion towards the dimensions of organizational justice.

The critical ratio shows how much the z score differs from the rest of the scores. The mean score of the employees who earn more than 30,000 rupees in the procedural justice dimension of the respondents is 21.07 (higher) compared to 19.74 of the employees earning less than 30,000 rupees. The result shows that the employees earning more than 30,000 rupees perceives that every activity inside the organization are as per the procedures. Moreover, the mean score of the employees earning more than 30,000 rupees is 27.67 (higher) compared to 24.82 of the employees earning less than 30,000 rupees. Hence, the null hypothesis, H₀A5. a is accepted and the null hypotheses H₀A5.b and H₀A5.c is rejected.

OBJECTIVE 4

To study the demographic differences, if any, on job satisfaction.

Null Hypotheses

B. Job Satisfaction

To establish the empirical relationship 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 B. 1. Male and female respondents do not differ on their scores on the Job Satisfaction.

Table 4.4.13 Showing the mean scores of genders with Job Satisfaction

Dependent Variable	Gender	N	Mean	Std. Deviation	Std. Error Mean	Z SCORE
Job Satisfaction	Male	272	60.4375	14.62583	.88682	-1.090#
	Female	262	61.8779	15.86897	.98039	

#Not Significant at 0.05 level

The above table shows the mean values, standard deviation, standard mean error and the z score values on job satisfaction. The z score of job satisfaction is -1.090 shows that there is a significant difference between male and female respondents of IT employees on their job satisfaction levels. The critical ratio shows how much the z score differs from the rest of the scores. The mean score of the female respondents for job satisfaction is 15.85 (higher) compared to 14.62 of the male employees. The result shows that the female employees in IT sector are more satisfied compared to the male employees. Therefore, the null hypothesis (H₀ B.1) stating that there is no significant

difference between male and female employees on their scores on job satisfaction is rejected and the alternate hypothesis, stating that there is a significant difference among the male and female employees on their scores on job satisfaction is accepted.

Null Hypotheses (Age * Job Satisfaction)

The age of the employees was divided into three categories as, 20-30 years, 31-40 years and above 40 years. Hence, one – way ANOVA was performed to test the hypothesis. The following were the null hypotheses formulated for age groups with the dimensions of Job Satisfaction.

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

One-way ANOVA test was performed to study the differences among the three groups of age with job satisfaction.

F - Table 4.4.14 showing the mean scores of age groups with the dimensions of Job Satisfaction

Dependent Variable		Sum of Squares	Df	Mean Square	F
Job Satisfaction	Between Groups	10688.949	2	5344.474	25.051(*)
	Within Groups	113284.948	531	213.343	
	Total	123973.897	533		

**Significant at 0.05 level*

The above table shows that the F values, sum of squares, df and the mean square values of age groups for their scores on job satisfaction. The F value is 25.051 for job satisfaction which shows that there is a significant difference among the age groups of the IT sector employees on their scores on job satisfaction. Therefore, in order to find out in which particular group of age the difference exists in job satisfaction, the Duncan Post-hoc test was performed. The following are the results of the post-hoc tests.

Table 4.4.15 Showing the post-hoc results of age with Job Satisfaction

Age	N	Subset for alpha = 0.05	
		1	2
Above 40 Years	35	51.5714	
31-40 years	105	54.4286	
20-30 years	394		63.7843
Sig.		.235	1.000

The above table shows two subsets and the significance value shows that there is a significant difference among the age groups of the employees. The values show that employees belonging to the age group of 20-30 years are high on their satisfaction level towards the job. As the scale of their career, in terms of age, especially above 40 years, employees feel that there is decrease in the satisfaction levels. Hence, the null hypothesis H_0 B.2. stating that there is no significant difference between age groups and job satisfaction of employees is rejected and the alternate hypothesis is accepted.

Null Hypotheses (Education * Job Satisfaction)

The educational qualification of the employees was categorized into three groups as diploma holders, under-graduates and post-graduates. Hence, one-way ANOVA test was performed to test the differences among three groups and their scores on job satisfaction items. The following is the null hypothesis formulated.

H_0 B. 3. Employees belonging to different education qualification do not differ on their scores on Job Satisfaction.

F – Table 4.4.16 showing the mean scores of educational qualifications with the dimensions of Job Satisfaction

Dependent Variable		Sum of Squares	Df	Mean Square	F
Job Satisfaction	Between Groups	25568.301	2	12784.150	68.984(*)
	Within Groups	98405.596	531	185.321	
	Total	123973.897	533		

**Significant at 0.05 level*

The above table shows that the F values, sum of squares, df and the mean square values of the various categories of educational qualification on the scores of job satisfaction. The F values is 68.984 which shows that there is a significant difference among the various categories of educational qualification of IT sector employees on their scores on job satisfaction. Therefore, in order to find out in which particular category of educational qualification the difference exists, the Duncan Post-hoc test was performed. The following are the results of the post-hoc tests.

Table 4.4.17 Showing the post-hoc results of educational qualification of employees with Job Satisfaction

Education	N	Subset for alpha = 0.05		
		1	2	3
Diploma	46	45.8478		
Post-Graduation	201		56.2338	
Under graduation	287			67.0348
Sig.		1.000	1.000	1.000

The above table shows the post-hoc results of various categories of educational qualification with their scores on job satisfaction. The post-hoc results shows that three groups of educational qualification got divided into three subsets and the mean scores are 45.84 for diploma holders, 56.23 for post-graduates and 67.03 for under graduates. Likewise, to their educational qualification, the mean scores also differ to each category of the educational qualification. As the qualification increases, the level of satisfaction on the job also increases. The major point to noted is that the one-way ANOVA test that was performed was for unequal numbers. In spite of this, the results showed that there is a significant difference among the educational qualification groups and the satisfaction level of employees. Therefore, from the above tables it is clear that the null hypotheses H_0B3 is rejected and the alternate hypotheses stating that there is a significant difference among the educational qualifications groups and the job satisfaction is accepted.

Null Hypotheses (Experience * Job Satisfaction)

The experience levels of the employees were categorized into three groups as less than 5 years, 6-10 years and above 10 years. Hence, one-way ANOVA test was performed to test the differences among levels of experience and their scores on job satisfaction items. The following is the null hypothesis formulated.

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

F - Table 4.4.18 showing the mean scores of experience levels with the dimensions of Job Satisfaction

Dependent Variable		Sum of Squares	df	Mean Square	F
Job Satisfaction	Between Groups	3760.361	2	1880.181	8.305(*)
	Within Groups	120213.536	531	226.391	
	Total	123973.897	533		

**Significant at 0.05 level*

The above table shows that the F values, sum of squares, df and the mean square values of the various categories of experience levels on the scores of job satisfaction. The F values is 8.305 which shows that there is a significant difference among the various categories of experience levels of IT sector employees on their scores on job satisfaction. Therefore, in order to find out in which particular category of experienced employees are highly satisfied, the Duncan Post-hoc test was performed. The following are the results of the post-hoc tests.

Table 4.4.19 Showing the post-hoc results of experience levels of employees with Job Satisfaction

Age	N	Subset for alpha = 0.05	
		1	2
More than 10 years	65	54.2308	
6-10 years	182		61.2363
Less than 5 years	287		62.6516
Sig.		1.000	.461

The above table shows the post-hoc test results of different levels of experience and job satisfaction. The results got divided into two subsets and the result shows that the satisfaction level gets reduced as the years of experience gets increased. Thus, the null hypothesis H₀ B.4 stating that there is no significant difference between different levels of experience and job satisfaction is rejected and the alternate hypothesis that there is a significant difference on the experience levels and job satisfaction is accepted.

Null Hypotheses (Income * Job Satisfaction)

The income levels of employees are divided into two categories as employees earning less than 30000 rupees and employees earning more than 30000 rupees. Independent sample z test was worked out to test the following hypothesis.

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

Table 4.4.20 Shows the mean values, standard deviation, standard mean error and the z score values on job satisfaction

Dependent Variable	Income	N	Mean	Std. Deviation	Std. Error Mean	Z SCORE
Job Satisfaction	Less than 30000	438	59.0137	15.30154	.73114	-9.098*
	More than 30000	96	70.8646	10.56172	1.07795	

**Significant at 0.05 level*

The above table shows the mean values, standard deviation, standard mean error and the z score values on job satisfaction. The z score of job satisfaction is -9.098 shows that there is a significant difference between the two income groups of IT employees on their job satisfaction levels. The critical ratio shows how much the z score differs from the rest of the scores. The mean score of the employees earning more than 30,000 is 70.86 on job satisfaction scale is much higher compared to 59.01 of the employees earning less than 30,000 rupees. The result shows that the employees earning high are more satisfied compared to the employees earning less than 30,000 rupees. Therefore, the null hypothesis (H₀ B.5) stating that there is no significant difference between two income groups on their scores on job satisfaction is rejected and the alternate hypothesis, stating that there is a significant difference between two income groups on their scores on job satisfaction is accepted.

OBJECTIVE 1

The present research predominantly focussed on two major variables viz., organizational justice and job satisfaction. The first objective focussed on studying the relationship between organizational justice and job satisfaction. The co-relation test was used to study the relationship between two variables. The value of the co-relation will be from -1 to +1. The following is the null hypothesis was formulated for hypothesis testing.

C. RELATIONSHIP BETWEEN OJ AND JS

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

Table 4.4.21 Showing correlation between respondents' opinion on 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 co-relation value between organizational justice and job satisfaction is 0.854. This result shows that there is a perfect 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 4.4.22 Showing correlation between respondents' opinion on the 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 is the last objective, testing the impact of both the study variables.

OBJECTIVE 2

The second objective was to study the impact of organizational justice on the job satisfaction of employees. 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.

D. IMPACT OF OJ AND JS

H₀ D: There is no impact of Organizational Justice and 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 R², Adjusted R², Unstandardized β and significant levels are noted.

Table 4.4.23 Regression on job satisfaction and organizational justice

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

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.

SUMMARY OF FINDINGS

1. There is a significant relationship between organizational justice and job satisfaction.
2. 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.
3. 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.
4. There is no significant difference between male and female respondents on the procedural justice dimension of organizational justice scale.
5. There is no significant difference between male and female respondents on the interactional justice dimension of organizational justice scale.
6. There is a significant difference between the age groups of employees and the distributive justice dimension of organizational justice scale.
7. 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.
8. There is a significant difference between the age groups of employees and the procedural justice dimension of organizational justice scale.
9. 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.
10. There is a significant difference between the age groups of employees and the interactional justice dimension of organizational justice scale.

11. 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.
12. There is no significant difference between the educational qualification of the employees and distributive justice dimension of organizational justice scale.
13. There is a significant difference between the educational qualification of the employees and procedural justice dimension of organizational justice scale.
14. 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.
15. There is a significant difference between the educational qualification of the employees and interactional justice dimension of organizational justice scale.
16. 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.
17. There is no significant difference between the years of experience of the employees and distributive justice dimension of organizational justice scale.
18. There is a significant difference between the years of experience of the employees and procedural justice dimension of organizational justice scale.
19. 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.
20. There is a significant difference between the years of experience of the employees and interactional justice dimension of organizational justice scale.
21. 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.
22. There is no significant difference between income levels of the employees on their scores on distributive justice of organizational justice.
23. There is a significant difference between income levels of the employees on their scores on procedural justice of organizational justice.

24. 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.
25. There is a significant difference between income levels of the employees on their scores on interactional justice of organizational justice.
26. 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.
27. There is no significant difference between male and female respondents on their scores on job satisfaction.
28. There is a significant difference among the age groups of employees and their opinion towards job satisfaction.
29. Employees belonging to the age group of 20 – 30 years feel that there is high job satisfaction compared to the other two age categories.
30. There is a significant difference among the educational qualification of employees and their opinion towards job satisfaction.
31. 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.
32. There is a significant difference among the years of experience and their opinion towards job satisfaction.
33. 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.
34. There is a significant difference between the income groups of employees and their opinion towards job satisfaction.
35. Employees earning more than 30,000 rupees were more satisfied in the job compared to the employees earning less than 30,000 rupees.

DISCUSSION

The following is the discussion part, based on the above findings of testing the hypotheses framed for the study.

OBJECTIVE 1 – FINDINGS

- The result shows that there is a significant relationship between the organisational justice and job satisfaction. The regression result shows that almost 74% of variance in job satisfaction is been explained by the three dimensions of organisational justice.
- The study was primarily conducted among IT employees of Coimbatore city. The results show that there is no significant difference based on gender on the procedural justice and interactional justice among the employees. Whereas, employees feel that there is a significant difference between male and female employees on the distributive justice. This may be because of the traditional culture of the city. The city has now grown towards encouraging the interactional or the interpersonal relationship between the genders due to the emergence of the sectors like IT (Information Technology), BPO, KPO etc. Moreover, is not big difference on the procedural justice between the male and female respondents, because of the strong policy formulation system in the IT organizations. However, may be due the cultural mindsets of the employees, there is still a difference in the distributive justice maintained inside the organization.
- With reference to the difference the age groups of employees, there seems to a significant difference on all the dimensions of organizational justice.
- With reference to the age groups of the employees, there seems to be a significant difference on all the dimensions of organisational justice scale. The result of the post hoc test analysis shows that employees belonging to the age category of 20 to 30 years are high on their scores on distributive justice, procedural justice and interactional Justice dimension of organisational justice scale. It is surprising and interesting to know that the same age category was scoring high on all the dimensions of organisational justice. Though ANOVA test was worked for unequal numbers,

the result maybe because these are the employees who are belonging to less years of experience and who are less in terms of their age. Most of them should be employees who are experiencing their first job, their opinion towards all the dimension of organisational justice seems to be higher when compared to the other two age categories of employees.

- The ANOVA test with reference to the educational qualification of employees and the three dimensions of organisational justice shows that employees who have completed undergraduate courses are scoring high on the procedural justice and interactional justice dimension of organisational justice scale. This result may be because the diploma holders are still not mature enough to evaluate the procedural justice and international justice inside the organisation. Moreover, the post graduates demand much more justice in terms of the procedures and interactional Justice.
- The ANOVA test with reference to the experience levels of the employees and other dimensions of organisational justice shows that there is a significant difference on the procedural justice and interactional Justice dimension on the organisational justice scale. Employees who are less than 5 years of experience feel that there is no big difference between the job distribution in terms of their experience and in terms of their age in terms of their educational qualification. Hence, there is no significant difference among the employees who are less than 5 years of experience on the distributive justice dimension of organisational justice scale. Whereas, employees who are less than 5 years of experience in the organisation feels that there is a significant difference on the procedural justice and interactional justice dimension of the organisational justice scale. This may be because they are new to the organisation and experiencing themselves to interactions among the employees and following strict policies and procedures of the companies are all new to them. As they grow up their career in terms of age and in terms of experience, they feel that there is no big difference in terms of procedural justice and interactional justice on the organisational justice scale.

- In the same way, the independent sample t test was worked out between the income levels of the employees on all the dimensions of organisational justice scale shows that there is no significant difference between the income level of the employees and distributive justice dimension of the organisational justice scale. Employees who are earning less than 30,000 and more than 30,000 feel that in terms of the job distribution and in terms of the distribution of roles and responsibilities they are equally treated and there is no big difference because of their salary, whereas in terms of the interactional justice that is, in terms of the way they are treated between the employees inside the organisation and in terms of the ways the policies and procedures are followed inside the organisations, employees feel that there is a significant difference based on their income levels. Employees who are earning less than 30000 rupees are scoring less on the procedural justice and interactional justice on the organisational justice scale. Such scenario may lead to low self-esteem and poor interpersonal relationship among the employees inside the organisation. This is one of the key findings of the research study.
- The second objective deals with testing the demographic profile of the respondents with their opinion towards their satisfaction on the job. The findings of the second objective show that,
- There is no significant difference between the male and female respondents on their scores on job satisfaction. This is one way, good to know that there is no big discrimination on the job satisfaction based on gender.
- With regards to the testing of hypothesis between the age group and the job satisfaction levels of employees there seems to be a significant difference. Employees belonging to the age category of 20 to 30 years feel that there is job satisfaction compared to the other two age categories of employees. Despite, the functional procedures inside the organisation, this particular finding or the result may be due to their lesser roles and responsibilities inside their family for the employees belonging to this particular category of age. As they move to higher age category, their job satisfaction decreases. This may be due to the increased levels of roles and responsibilities in their personal and professional life as well.

- The test conducted between the educational qualification of employees and job satisfaction shows that there is a significant difference based on the educational qualification. Employees belonging to the under-graduation category of educational qualification feel that there is job satisfaction compared to the other two categories of educational qualification. This result may be because most of them belonging to this category would be freshers to the working culture and there is no big awareness or experience towards the other career opportunities available and scope in their job. They neither belong to the diploma category and at the same time they have also not completed the post-graduation and they seem to be happy with what they are. Interestingly 80% of the population always belongs to such category of employees.
- With reference to the years of experience and job satisfaction, the result shows that there is a significant difference among the experience levels and the job satisfaction of employees. Employees belonging to less than 5 years and 6 to 10 years category of experience levels, feel that there is job satisfaction compared to employees who are more than 10 years of experience.
- This is again may be due to the lesser personal and professional expectations and responsibilities and also due to their less age. As they move higher years of experience their expectations in terms of monetary and job designations increase. Thus, there is a decrease in the job satisfaction levels.
- Another finding shows that there is a significant difference between the income levels of employees and their job satisfaction levels. This result is very obvious as money is a significant motivation for employees and thus the satisfaction for employees earning more than 30,000 is higher compared to the employees who are earning less than 30,000 rupees.

SUMMARY

In summary, the chapter has presented a detailed analysis of all the statistical tools and their interpretation. A detailed discussion part was also made on each finding of the research study. On the whole, the study summarises that there is a significant relationship and a high impact of organisational justice on deciding the job satisfaction of the employees in the IT sector.