Research Article

The Impact of Organizational Justice on Job Satisfaction: A Computational and Experimental Analysis in Workplace Systems

Supriya Challa[1]*, Sundari Dadhabai [2]

[1] Research scholar, Business School, Koneru Lakshmaiah Education Foundation, Green Fields, Vaddeswaram, A.P. – 522302
* **Corresponding Author Email:** priyanaidus@gmail.com - **ORCID:** 0000-0001-5371-4486

[2] Associate Professor, Business School, Koneru Lakshmaiah Education Foundation, Green Fields, Vaddeswaram, A.P. – 522302.
Email: sundaridadhabai@kluniversity.in - **ORCID:** 0000-0001-9957-3092

Abstract:

Employee satisfaction is a cornerstone of organizational success. This study examines the link between employee job satisfaction and the perception of fairness within organizations, specifically focusing on the IT industry in Hyderabad. It has been a key component to project better outcomes in an organization and productivity in the organizations. The research tries to examine the various dimensions of organizational justice on employee job satisfaction in Information Technology (IT) industry. Responses from IT employees were obtained using a structured questionnaire based on well-established scales. Respondents for the study were chosen from IT (Information Technology) industry from Hyderabad metro city based on convenience sampling method. A total of 88 responses were obtained for full scale data analysis. We applied multiple regression analysis to analyze the data. SPSS software was used to analyze the data. An experimental analysis is the major focus of the study which that various dimension of organizational justice exerted a positive influence on job satisfaction.

1. Introduction

Workplace factors play a key role in organizational growth through employee satisfaction [1]. Organizational justice or fairness is the critical work place factors have been explored recently in various contexts. According to Greenberg [2,3], organizational justice is how the employees perceive the organization in terms of fairness.

Organizational justice leads to multiple outcomes such as employee commitment, employee motivation, employee morale, employee performance, employee satisfaction. Organizational justice (OJ) has many dimensions which lead to organizational growth. Distributive justice, procedural justice and interactional justice are the key aspects of organizational justice. OJ has been researched in multiple sectors such as banking [4], education [5], healthcare [6], various industries [7]. Research on organizational justice is scarce and need to be explored further in detail specifically in the context of informational technology industry in IT in the context. Therefore, the ongoing study focused to study the effect of various dimensions of OJ such as distributive justice, procedural justice and interactional justice on employee job satisfaction. For this, an extensive literature has been conducted and developed a research model and tested empirically.

We approached IT employees for the data collection using a well-validated questionnaire. The respondents work considered from various firms who work at various positions with varied work experience. Multiple regression analysis was conducted using SPSS software. The outcome of the research revealed that multiple dimensions – distributive justice, procedural justice and interactional justice exhibited explicit positive outcome on job satisfaction among IT employees.

The present study was segregated into various dimensions. The initial part deals with review of literature and hypotheses development, second section handles research methodology. The third section consists of analysis of data. Finally, implications of the study, limitations and directions for future research and conclusion were discussed.

2. Background of work

Justice at work place influences the productivity level of employees and job satisfaction impacts to a larger extent. The lack of evidence on the impact of organization justice and the performance of any IT company lies in the productivity of the organization especially for IT clients and customers with job satisfaction has created a research gap. To bridge this research gap, this study aims to investigate the impact of organizational justice on employee productivity and job satisfaction within the IT industry. By examining the relationship between these variables, we hope to gain valuable insights into how organizations can improve overall performance and employee well-being. Specifically, this study will explore the influence of distributive justice, procedural justice, and interactional justice on employee perceptions of fairness, which in turn, impact their job satisfaction and productivity. Literature review and framing hypotheses

2.1 Organizational justice

The concept of justice interchangeably referred to as fairness is visible in organizations which are considered as organizational fairness. OJ is based on the concept of fairness at workplace in any firm. Organizational fairness is based on set of policies and principles. Organizational justice is based on comparison of what employees contribute towards an organizational based on the way they treated. Employee contribution is based on compensation, promotion, rewards etc. OJ is a critical component of an organisation as it may affects employees positively or negatively. Research revealed that it is based on the manner the employees are treated with fairness affects employee performance and contribution in an organisation [8]. Employees' contribution towards the organisation rises if they are treated with fairness or justice and they will be more committed towards the organisation [9]. Further, organizations treat employees with fairness, respect expect positive attitudes and behaviours towards the work they are committed. Employee commitment, morale, job satisfaction are the significant outcomes of organizational fairness [4]. Organizational justice in long term leads to employee job satisfaction. Various dimensions – distributive justice, procedural justice and interactional justice – of organizational justice attribute various functions and outcomes in any business entity [10].

2.2 Distributive justice (DJ)

Distributive justice is one of the key dimensions of OJ. It is defined in terms of fairness towards workers and outcomes [11,12]. Further it is the proper division of resources among people in a proportionate manner [13]. Employees of the organsiation assume that their outcomes in terms of promotion, income and social rights to be fair or unfair. Based on which employees develop positive or negative attitudes towards the organisation. It includes fairness towards employees in terms of rewards and recognition [14]. Research study by Alev et al. [7] with a sample of employees working in private organizations in Turkey proved a positive association of distributive justice on employee job satisfaction. In a recent study by Sania Usmani and Siraj Jamal [4] examined the association between DJ and and employee job satisfaction proved to be positive. Hence, it is hypothesized that,

H1: Distributive justice has a positive impact on job satisfaction n in IT industry.

2.3 Procedural justice (PJ)

Procedural justice entails the mechanism applied in order to determine the outcome of the process in terms of employee performance and organizational growth. Procedural justice (PJ) in general, refers to the allocation of decisions made in an organisation. PJ is the the fairness of the procedures implemented by an organisation towards the division of rewards for its employees [15]. According to Kumar [16], procedural justice is to the extent of fairness organizations exhibit in terms of policies and practices towards the employees. Ultimately these policies and procedures lead to employee outcomes in terms of satisfaction, performance, productivity etc. A study was conducted by García- Izquierdo, Moscoso, & Ramos- Villagrasa [17]. In 31 different private industries proved that procedural justice exerts a positive effect on employee job satisfaction. In a recent study conducted by Jahangir et al. [18] among bank employees in Bangladesh proved PJ shown a positive association with job satisfaction.

H2. Procedural justice has a positive impact on job satisfaction n in IT industry.

2.4 Interactional justice (IJ)

Interactional justice plays a key role in organizational growth which affects the organizational performance. IJ is the concern of interaction quality among the employees of the organization. It refers to the perception of employees on how the employees are concerned by other members of the organisation when organizational policies are executed [19]. Employees are sensitive to the way they are treated within an organisation. Employees are influenced by the degree of dignity and respect they are treated with which has an impact on employee outcome. Employees expect fair treatment in terms of truthfulness, honesty, fairness from their peers of the firm. Further, employees tend

to reciprocate the same with their subordinates, peers and superiors. This leads to better commitment and contribution of the workers improved productivity to reach organizational objectives. Subsequently, this provides a sense of job satisfaction to the employees at work place. Results of a recent study by Palaiologos et al. [20] among 170 employees working in various commercial companies evidenced that IJ shown a considerable positive association with job satisfaction. Further, research work by Usmani & Jamal [4] in banking sector indicated a positive effect of interactional justice on employee job satisfaction.

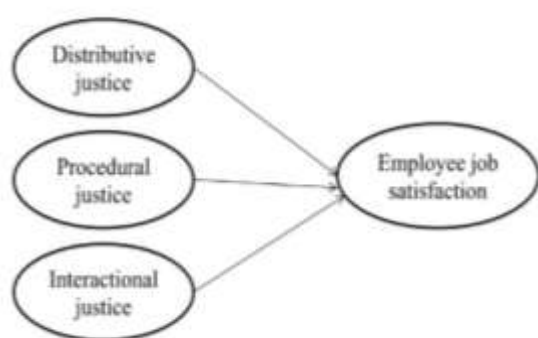H3. Interactional justice has a positive impact on job satisfaction n in IT industry.

Figure 1. Research model.

3. Research methodology

The research objective was to study the various factors affect individuals to use streaming applications. To conduct this research, a quantitative research methodology will be employed. A structured questionnaire is designed to collect data from IT employees working in various organizations in Hyderabad. The questionnaire consists of both closed-ended and open-ended questions, measuring variables such as organizational justice (distributive, procedural, and interactional), job satisfaction, and employee productivity (figure 1).

3.1 Measures
The research was conducted to study the impact of organizational justice on empllolyee satisfaction in IT industry. For the current study data were obtained using a structured questionnaire. The questionnaire includes two parts. First part analyses demographics of sample, occupational details of the IT employees. Whereas the second section consists of various factors influencing employee satisfaction in IT industry. After a thorough review of literature in the filed a research model was formulated. The model studies the association between OJ and employee satisfaction in the information technology sector.

Organizational justice was measured based on three dimensions. Well established scales were used to design questionnaire. DJ was assessed with four items, IJ was examined using four questions and PJ was tested using three items [21]. Job satisfaction was quantified with a five item scale acquired from Lucas et al. (1990). Five-point Likert scale was used with values from strongly agree (5) to strongly disagree (1). The questionnaire items are displayed in appendix A.

3.2 Sample
For this study, a convenience sample of 150 IT employees from various organizations in Hyderabad was selected. Of the 170 responses received, 6 were excluded due to insufficient information, resulting in a final sample size of 88 respondents. The sample included managers, software engineers, and trainees from companies such as Accenture, S&P Global, Wipro, and NTT. A detailed breakdown of the sample demographics is presented in table 1.

4. Data analysis

Results of the research were discussed in two parts namely demographic details of the respondents and results related to research model. From table 1, it is noticed that 35.23% sample belong to 31-40 age group. 54.55 percent were male from the sample. 37.50 percent or 33 employees with an educational background of M.Tech. 52.27% of the employees belong to software engineer category. 38.64 % sample with 6-10 years of IT industry experience. 35.23 percent of the respondents are working in Wipro Company. Table 2 is the reliability analysis.

4.2 Factor analysis
The research model consists of four factors namely, distributive justice, procedural justice, interactional justice and employee job satisfaction. All the factor loading values are above 0.70 as prescribed in [22] (table 3).

4.3 Multiple Regression analysis
Multiple regression was carried out to know the effect of DJ, PJ and IJ on job satisfaction of employees in Information Technology industry. SPSS software was used to analyze multiple regression analysis to test the significance.

All the independent various have shown a positive effect on the dependent variable. ANOVA table indicates there significant p value .040 that is well below the suggested value [22] (table 4). R square value was found to be 0.061 while the F value was significant (table 5). Results could be viewed from table 6.

Table 1. Demographic profile of the sample

Category	Group	Number	%
Age	25-30	26	29.55
	31-40	31	35.23
	41-50	23	26.14
	Above 50	8	9.09
Gender	Male	48	54.55
	Female	40	45.45
Education	B.Tech	29	32.95
	M.Tech	33	37.50
	MCA	19	21.59
	MBA	7	7.95
Designation	Trainee	27	30.68
	Software engineer	46	52.27
	Manager	15	17.05
Work Experience	1-3 years	25	28.41
	4-6 years	20	22.73
	6-10 years	34	38.64
	Above 10 years	9	10.23
Name of the organization	Accenture	23	26.14
	S and P Global	18	20.45
	Wipro	31	35.23
	NTT	16	18.18

Table 2. Reliability analysis

Cronbach's Alpha	Number of Items
.819	16

Table 3. Rotated Component Matrix

Item code	Component			
	1	2	3	4
EJS5	.926			
EJS4	.902			
EJS1	.887			
EJS2	.797			
EJS3	.714			
IJ2		.919		
IJ3		.918		
IJ1		.909		
IJ4		.862		
DJ2			.871	
DJ1			.859	
DJ3			.855	
DJ4			.817	
PJ1				.930
PJ2				.918
PJ3				.873

Extraction Method: Principal Component Analysis.
Rotation Method: Varimax with Kaiser Normalization.
a. Rotation converged in 5 iterations.

* DJ – Distributive justice, PJ – Procedural justice, IJ – Interactional justice, EJS – Employee job satisfaction.

5. Results and discussion

This study investigated the impact of various dimensions of organizational justice (OJ) on job satisfaction among IT professionals. A research model was developed and tested to examine the relationships between distributive justice (DJ), procedural justice (PJ), and interactional justice (IJ) and job satisfaction. Results of the work revealed that various dimensions such as DJ, PJ and IJ exhibited a positively influenced job satisfaction in IT industry. DJ shown p value with .002 positively influenced. The results of the present work are according to the study performed by Alev et al. [7] in Turkey in various industries. In addition, interactional justice also exerted a positive influence p value being 0.003 proved a positive effect on job satisfaction which is similar to the research work by Usmani & Jamal [4] in banking sector. The results of this study demonstrate a strong positive correlation between all three dimensions of organizational justice (distributive, procedural, and interactional) and job satisfaction among IT professionals.

Table 4. *Model Summary*

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.247[a]	.061	.063	.71376	.096	2.895	3	82	.040

a. Predictors: (Constant), IJ, DJ, PJ
b. Dependent Variable: ES

Table 5. *ANOVA*

Sum of Squares	df	Mean Square	F	Sig.
4.424	3	1.475	2.895	.040[b]
41.775	82	.509		
46.200	85			

a. Dependent Variable: ES
b. Predictors: (Constant), IJ, DJ, PJ

Table 6. *Coefficients*

Model		Unstandardised Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.282	.745		1.719	.001
	DJ	.016	.150	.011	.104	.002
	PJ	.084	.102	.087	.823	.004
	IJ	.296	.107	.290	2.757	.003

These findings are consistent with previous research conducted by Alev et al. [7], Jahangir et al. [18], and Usmani & Jamal [4] in various industries, including banking. This research underscores the importance of creating a fair and equitable work environment. By ensuring fairness in the distribution of rewards, transparency in decision-making processes, and respectful interpersonal treatment, organizations can significantly enhance employee satisfaction and overall organizational performance.

6. Implications of the study

This research investigated the impact of organizational justice, specifically distributive, procedural, and interactional justice, on employee job satisfaction in the IT industry. The findings indicate a positive relationship between these dimensions and job satisfaction. This study offers valuable insights for both industry practitioners and academic researchers. For organizations, it emphasizes the need to maintain a fair and equitable work environment to reduce attrition and attract and retain top talent. For academics, it provides a foundation for further research into the complex relationship between organizational justice, employee satisfaction, and organizational performance.

7. Limitations and future research

Current research work has certain limitations which could be taken up in further studies. The results of the current research may not lead to generalization as the research was conducted with a limited sample size. The study was confined to only IT industry, the results of the study may vary if performed similar study in various sectors such as banking, hospitality, manufacturing with a larger sample size. The study was conducted among select IT employees of a metro city. In contrast, if more segments of employees are considered there may be changes in the outcome. The study is limited to a single city, when wider geographical areas are taken into consideration, we may obtain different results. Conceptually, organizational justice provides outcomes such as employee performance, employee morale, employee commitment and organizational performance. Future studies may look into these aspects for more comprehensiveness.

8. Conclusion

Organizational justice is key aspect for greater outcomes for an organisation. The present study examined the influence various dimensions of OJ i.e. DJ, PJ and IJ on job satisfaction of employees in IT

industry. This is due to the reason that employees in IT industry are treated with fairness in terms of policies, procedures, rewards and promotions. As these three components are vital for employee job satisfaction of IT employees which leading to organizational growth, organizations need to execute these aspects meticulously for sustainable and long-term growth of the organisation. The results of the study help the IT industry to comprehend and execute various dimensions of organizational justice for better prospects in future. Many recent shifts in organizational justice have been influenced by the rise of ethical and empathetic leadership styles. This approach strives for greater connection between leaders and employees, with the recognition that this connection will foster stronger collaboration and greater intrinsic motivation. Information Technology is popular nowadays and some works reported [23-29].

Author Statements:

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Appendix A (Questionnaire)

5 = Strongly Agree, 4 = Agree, 3= Neutral, 2= Disagree, 1= Strongly Disagree,

S.No	Statements	Response				
		5	4	3	2	1
1.	Do you believe you are fairly treated at your job.					
2.	I think my work schedules are fair					
3.	I feel my job responsibilities are fair					
4.	My performance evaluation is justified					
5.	I am able to express my views & feelings about my organization procedure					
6.	The procedures and policies used in my organisation uphold ethical and moral standards					
7.	The procedures used at my organization are free of bias					
8.	My manager treats me with dignity and respect					
9.	My supervisor involves me in any major decision about my job					
10.	My supervisor is candid in his/her communication with me					
11.	My manager /Supervisor tailors his/her communications to my specific needs					
12.	In general, am satisfied with my job					
13.	I am satisfied with the recognition I get for the work I do					
14.	I find that my opinions are considered and respected at work					
15.	Until now, I have obtained the important things I wanted to get from my work					
16	In general, the type of work I do corresponds closely to what I want in life					

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