

## **EFFECTS OF ORGANIZATIONAL JUSTICE ON TEACHERS' JOB SATISFACTION: AN EMPIRICAL RESEARCH AT SELF FINANCING ARTS AND SCIENCE COLLEGES IN VELLORE DISTRICT**

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Organizational Justice refers to employee perceptions of fairness in the workplace. It is an essential factor for the success of every organization. The main aim of this study is to examine the effects of organizational justice on job satisfaction of the teachers of Self Financing Arts and Science Colleges in Vellore District. This study employed empirical research using questionnaire to collect data from 150 teachers using simple random sampling. The results show that there is a positive effect of organizational justice on teachers' job satisfaction. Among the various indicators, distributive justice has the strong positive relationship with teachers' job satisfaction. Based on the findings from this study, it is recommended that organizations may embrace justice in all ramifications of their practices towards the employees to ensure high level of satisfaction.

**Keywords:** Organizational Justice, Job Satisfaction, Self financing College, Teachers

### **INTRODUCTION**

Organizational justice is a vital factor related with the success of every organization. In order to maintain teachers satisfied, involved, and committed to the organization, the organization should follow a fair behaviour in its system regarding distributive justice, procedural justice, and interactional justice. When the teachers feel that they are treated fairly in every aspect by the organization, they automatically turned to show more positive attitude and behaviours towards job satisfaction and job involvement. Problems such as distributing financial resources, recruiting employees, decision making and implication of decisions that affect both decision makers and employers', these types of decisions requires some attention in respect of justice (Colquitt, Greenberg, & Zapata-Phelan, 2005).

Organizational justice acts as a predictor of any successful organizations. With the fair and just in its procedures, policies, interactions and distribution systems, the institutions can achieve the positive behaviour and productivity. Imposing organizational justice resulted in improved job outcomes from employees. Enhancing distributive and procedural justice would reduce the employee's turnover, absenteeism and job stress and also it will improve the job satisfaction and job involvement (Elanain, 2009). Organizational justice is treated as a basic requirement for the effective functioning of every organization. (Thurston and

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McNall, 2010; Jawahar, 2007; Cohen-Charash and Spector, 2001) Perception of fairness embraces a key position in the decisions making process such as pay, benefits, regulations and other compensations. In fact, fairness in payment received, decisions about the pay-related process and the way of information communicated to all the employees hold a central role in compensation (Nelson et al., 2008; Milkovich and Newman, 2008).

Distributive justice shows the employees perceptions of the fairness about the allocation of resources between the employees in the organization (Greenberg and Baron 2003). It's also refers to the perceived level of fairness of the amounts of they received for the work they performed (Folger and Konovsky, 1989). Therefore, perspective of the distributive justice focuses on the fairness in the compensation (Greenberg 1986). (Cropanzano *et al.* 2007) distinguishing the allocation rules of distributive justice, they are: equality (to each the same), equity (to each in accordance with contributions), and need (to each in accordance with the most urgency).

Distributive justice is shown that not all workers are treated as same; the allocation of outcome is different according to their ability and capability. (Tyler and Bies 1990), procedural justice is very essential for improving the interpersonal contexts, and thus it affects perception of interaction justice. Cropanzano, Prehar, and Chen (2002) argued that, procedural justice and interactional justice are closely correlated. The perspective of procedural justice focuses on the fairness about decisions on procedures used to determine ratings (Greenberg 1986).

## **LITERATURE REVIEW**

### **Organizational Justice**

Moosa Moazzezi, Sadraddin Sattari and Adel Zahed Bablan (2014), in this study the author have analyzed the relationship between organizational justice and job performance of Payamenoor university employees in Ardabil province. Findings show that there is a positive relationship between organizational justice and job performance. It is also shows that there is a weak relationship between job performance and procedural justice.

Yadigarjon Gayipov and Aykut Bedük (2014), This study aimed to find out the relationship between organizational justice perceptions and the organizational commitment levels of the teachers working in a private educational institution in city of Konya. The result shows that, the organizational justice perceptions of the teachers are having significant relationship with organizational commitment attitudes. The development of organizational justice and fairness behaviours of the managers can create positive results for the organizations in order to achieve the employee commitment.

Marzieh Heidari *et al.* (2012), the aim of this study is to find out the relationship between organizational justice and organizational citizenship behaviour. They found that there is a significant relationship between perceptions of organizational justice and organizational citizenship behaviour and dimensions of organizational justice and organizational citizenship behaviour. This study states that procedural justice had been shown the best predictor of organizational citizenship behaviour. Regression analysis showed that the finest predictor of organizational citizenship behaviour in the dimension of civic virtue had been interactive justice and the dimension of sportsmanship had been procedural justice. The results of MANOVA showed that there is no significant difference between components of justice based on demographic profile of the respondents.

Neetu Chaudhry, P. J. Philip and Rajender Kumar (2011), the author said that, the study of Organizational Justice has received great interest from the researchers mind. This study aimed to identify that the Organizational Justice improves the effectiveness of organizations by the way of increasing job satisfaction and organizational commitment. The author suggests that the exercise of fair treatment and fair procedures are the key antecedent to promote organizational effectiveness. Fairness automatically brings the affective commitment of the employees. Organizations need to encourage their managers in order to support workplace fairness. Before taking decisions the management need to hear employees concern and treating them fairly, based on increase of justice level in the organizational that enhance the performance of the employees.

### **Job Satisfaction**

Abiodun .M. Gesinde and Gbadebo. O. Adejumo (2012), the authors investigated about the current job satisfaction level of primary school teachers. The findings showed that (52.9%) of teachers were very satisfied with their job in that female teachers were more satisfied with their job than male teachers. Analysis revealed that there is a significant difference between gender and job satisfaction, while there is no significant difference between educational qualification and Job satisfaction.

Tilak Raj and Lalita (2013), the researcher investigated the level of job satisfaction among the private and govt. school teachers. The findings revealed that there is no significant difference between the level of satisfaction and gender. Again the results showed that there is no significant difference between the level of satisfaction and types of school teachers. Both types of school teachers are shown low level of satisfaction. In order to increase the satisfaction level of the teachers, the management should provide better opportunity for career development to the teachers.

S. Chamundeswari (2013), in this study the researcher investigated about the job satisfaction and performance of teachers. The results indicated that to board

school the central board schools teachers are perform better and they are significantly more satisfied in their job. This study may recognized that central board school teachers are enjoyed better infrastructure facilities than that of state board school teachers. It is for the school authorities, policy makers and society at large to ensure factors contributing to job satisfaction of teachers to the maximum possible extent and thereby enhancing their teaching performance to its optimum.

### **Organisational Justice and Job satisfaction**

Hossein Zainalipour *et al.* (2010), the purpose of this study is to examine the relationship between organizational justice and job satisfaction of teachers. Job satisfaction and organizational justice are the key factors on employee performance. Perception of fairness is high in the organization which leads to feeling of job satisfaction are also high. Fairly distributed rewards makes the employee feel satisfied with their jobs and creates better performance. The management should pay attention to manage school better in order to increase their teacher's performance level. Findings show that there is significant positive relationship between organizational justice and Job satisfaction. The distributive and interactional justice have show the positive relationship with job satisfaction namely supervision, co worker support and pay. Procedural justice shows the significant correlation of job satisfaction dimensions. Multiple regression analysis shows significant relations on distributive justice and interactional justice with job satisfaction.

Rabia Aslam (2010), this study aims to examine the relationship between organizational justice and work-related behaviour. Organizational justice is a key factor that makes an organization to become success. In order to maintain all the teachers in the organization to feel satisfied and committed to work, the organization suppose to be fair regarding distributive justice, procedural justice and interactional justice. In every aspect employee feel that they are treated fairly by the organization, then they willingly shows positive attitude like job satisfaction. The findings of the study show that there was significant and positive relationship between organizational justice and job satisfaction. The author said that this study will be helped the educationalist and authorities of educational institution in order to increase teachers job satisfaction.

Hasan Ali Al-Zu'bi (2010), the author identified the relationship between of organizational justice cover by three components: (distributive justice, procedural justice and interactional justice) and job satisfaction, and employees' perceptions of workplace justice. The findings show that only a significant relationship between the age and the perceptions of organizational justice. The results also states that organizational justice has positive association with job satisfaction. Job satisfaction are depends upon the organizational justice of the management. By implication of this study in different countries the results could be useful for developing a new model of organizational justice with new implementation of techniques.

### **OBJECTIVES OF THE STUDY**

- To examine the relationship between the distributive justice and job satisfaction
- To identify the relationship between the procedural justice and job satisfaction
- To recognize the relationship between the interactional justice and job satisfaction
- To analyze the effect of organisational justice on teachers job satisfaction

### **HYPOTHESES OF THE STUDY**

**H<sub>1</sub>:** There is significant positive relationship between distributive justice and job satisfaction

**H<sub>2</sub>:** There is significant positive relationship between procedural justice and job satisfaction

**H<sub>3</sub>:** There is significant positive relationship between interactional justice and job satisfaction

**H<sub>4</sub>:** There is a positive effect of organisational justice on teachers' job satisfaction

### **RESEARCH METHODOLOGY**

#### **Data Collection and Sample**

The study used both primary and secondary data. The primary data were collected from Self financing Arts and Science college teachers in Vellore Districts using structured questionnaire. The secondary data were collected through wide range of literature review. This study related to empirical research. Simple random sampling method is used to select the sample for the study. A total sample of 150 teachers was selected from Colleges.

#### **Research Instrument**

The questionnaire was divided into 3 sections. The first section denotes demographical profile of the respondent which includes gender, age, marital status, educational qualification, monthly income, experience, designation and total number of classes handling per week. The second section of the questionnaire covers organizational justice of the respondents is further subdivided into 3 parts namely distributive justice, procedural justice and interactional justice. This scale developed by Niehoff and Moorman (1993) has been used. The last section of the questionnaire has six items on job satisfaction.

#### **Data Analysis and Interpretation**

The demographic profile was analyzed using frequency distribution. The Hypotheses for this study were tested with Pearson's correlation.

TABLE 1: DEMOGRAPHICAL PROFILE

<i>Particulars</i>	<i>Frequency</i>	<i>Percentage</i>
<b>Gender</b>		
Male	60	40.0
Female	90	60.0
Total	150	100.0
<b>Age</b>		
20-29 years	123	82.0
30-39 years	20	13.3
40-49 years	7	4.7
Total	150	100.0
<b>Highest Educational Qualification</b>		
PG with NET/SET	18	12.0
PG with B. Ed	26	17.3
M.Phil	91	60.7
Others	15	10.0
Total	150	100.0
<b>Designation</b>		
Assistant Professor	132	88.0
Associate Professor	18	12.0
Total	150	100.0
<b>Monthly Income</b>		
Less than Rs. 10,000	65	43.3
Rs. 10,001 to Rs. 20,000	78	52.0
Rs. 20,001 to Rs. 30,000	7	4.7
Total	150	100.0
<b>Teaching Experience</b>		
Less than 1 year	58	38.7
1 to 5 years	72	48.0
5 to 10 years	20	13.3
Total	150	100.0
<b>Number of teaching hours handled per week</b>		
Less than 10 hours	2	1.3
10 to 15 hours	12	8.0
More than 15 hours	136	90.7
Total	150	100.0

Table 1 shows the demographic profile of the respondents. Among the sample respondents 60% fall under female category, 82% of the respondents come under 20-29 years of age; the highest educational qualification is M.Phil. Degree, 88% are under Assistant professor Category, 52% of the respondents are getting their monthly income between Rs 10,000 to 20,000, 48% of teachers are having 1 to 5 years of experience and 91% of the teachers are handling classes more than 15 hours per week.

$H_1$ : There is significant positive relationship between distributive justice and job satisfaction

TABLE 2: CORRELATION BETWEEN DISTRIBUTIVE JUSTICE AND JOB SATISFACTION

		<i>DJ</i>	<i>JS</i>
DJ	Pearson Correlation	1	.747**
	Sig. (2-tailed)		.000
	N	150	150
JS	Pearson Correlation	.747**	1
	Sig. (2-tailed)	.000	
	N	150	150

\*\* . Correlation is significant at the 0.01 level (2-tailed).

Table 2 shows that there is a strong positive relationship between distributive justice and job satisfaction of the teachers of Arts and Science colleges in Vellore District. So the null hypothesis  $H_1$  is accepted.

$H_2$ : There is significant positive relationship between procedural justice and job satisfaction

TABLE 3: CORRELATION BETWEEN PROCEDURAL JUSTICE AND JOB SATISFACTION

		<i>PJ</i>	<i>JS</i>
PJ	Pearson Correlation	1	.434**
	Sig. (2-tailed)		.000
	N	150	150
JS	Pearson Correlation	.434**	1
	Sig. (2-tailed)	.000	
	N	150	150

\*\* . Correlation is significant at the 0.01 level (2-tailed).

Table 3 shows that there is a positive relationship between procedural justice and teacher's job satisfaction. It shows .434 has positive correlation. So the null hypothesis  $H_2$  is accepted.

$H_3$ : There is significant positive relationship between Interactional justice and job satisfaction

TABLE 4: CORRELATION BETWEEN INTERACTIONAL JUSTICE AND JOB SATISFACTION

		<i>IJ</i>	<i>JS</i>
IJ	Pearson Correlation	1	.489**
	Sig. (2-tailed)		.000
	N	150	150
JS	Pearson Correlation	.489**	1
	Sig. (2-tailed)	.000	
	N	150	150

\*\* . Correlation is significant at the 0.01 level (2-tailed).

Table 4 shows that it has positive correlation between the interactional justice and teacher's job satisfaction. So the null hypothesis  $H_3$  is accepted.

$H_4$ : There is a positive effect on organizational justice and job satisfaction

TABLE 5: CORRELATION BETWEEN ORGANIZATIONAL JUSTICE AND JOB SATISFACTION

		<i>OJ</i>	<i>JS</i>
OJ	Pearson Correlation	1	.650**
	Sig. (2-tailed)		.000
	N	150	150
JS	Pearson Correlation	.650**	1
	Sig. (2-tailed)	.000	
	N	150	150

\*\* . Correlation is significant at the 0.01 level (2-tailed).

Table 5 shows that there is a positive correlation between the overall organizational justice and the job satisfaction of the teachers of Arts and Science colleges in Vellore District. So the null hypothesis  $H_4$  is accepted there is organisational justice as positive effect on teacher's job satisfaction.

## DISCUSSION AND CONCLUSION

The study results support the hypotheses formulated, hence there is an impact of the organizational justice on job satisfaction of the teachers. This study also shows that there is a positive influence on organizational justice on teachers' job satisfaction. It is found that there is a high degree of positive relationship between distributive justice and job satisfaction of the teachers. The decisions made on the distribution of the resources have the strong positive effect on teachers' job satisfaction. Factors like procedural justice and interactional justice have moderate degree of teacher's job satisfaction.

The Management of Self Financing Arts and science colleges in Vellore District may concentrate on procedural and interactional justice and maintain the cordial relationship with their employees in order to increase the level of job satisfaction. They can take care of the procedures and maintain just and fair while taking decisions. Based on the findings from this study, it is recommended that organizations may embrace justice in all ramifications of their practices towards the employees to ensure high level of satisfaction. The Management of all Self Financing Arts and science colleges in Vellore District may concentrate on procedural and interactional justice. The management of the institutions should maintain the cordial relationship with their employees in order to increase the level of job satisfaction. The management/institution can take care of the procedure they handle while taking decisions. The organizational justice improves the success of the institutions. Based on the findings from this study, it is recommended that



organizations may embrace justice in all ramifications of their practices with the employees to ensure high level of satisfaction.

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