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### A Study on Impact of Organizational Justice Perception on Job Satisfaction-Indian Software Employees' Perspective

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#### ABSTRACT

Satisfaction is one the most important aspect of an employee's work life. Satisfied employees are an asset to the organization; this satisfaction is reflected on other work related positive behavior outcomes like organizational commitment, Organizational citizenship behavior, and managerial effectiveness among others. There are many researches supporting the fact that organizational justice (distributive justice, procedural justice and interaction justice) is an important predictor of Job Satisfaction (Work itself, co-worker, pay, promotion and supervisor). This study was conducted among 464 software employees by administering questionnaires. The findings suggest that Procedural justice is the most important dimension of justice valued by software employees. In the sub factors of job satisfaction attitude to supervisors was rated the most important. Asserting the previous research findings that there is significant relationship between organizational justice and job satisfaction, the current study also found highly significant relationship between various components of organizational justice and job satisfaction. The implication for the IT industry is to abide by justice dimension while framing and executing policies and strategies so that the employees derive maximum job satisfaction.

**Keywords:** Satisfaction, Organizational Justice, Job Satisfaction, Perception, Job.

#### 1. INTRODUCTION

Justice is key issue for understanding organizational behavior (Bos, 2002). Understanding organizational behavior has manifold benefits and so justice has remained a popular area of interest for scholars and practitioners alike. Understanding justice and its relationship with various work related attitudes could help in framing effective HR practices and policies. Specific to IT industry which still evolving and drastically

changing there is needed to examine the influence of organizational justice dimensions on work related attitudes and behaviors. A proper insight can help firms to take proactive measures to meet challenges in form of client demands, deadlines, and work place politics and so on.

## **2. RATIONALE OF STUDY**

There have been many empirical researches and meta-analysis reviews have verified the dimensionality of the justice construct and demonstrated that justice perceptions are important indicators of work related outcome. But is it not clear if the findings of the researches in the western context can be applied to non western countries (Vishal Gupta and S Singh, 2013). Further Hofstede (1980) in seminal work had found the managerial values across culture differ on four values individualism/collectivism, power distance, uncertainty avoidance and masculinity/femininity. Later another dimension called long term orientation was added to this taxonomy. Perception of justice will differ across cultures. According to Jerald Greenberg people's perception of justice is incomplete without understanding the difference in national culture. Taking Hofstede's dimension of individualism and Collectivism implying the extent to which the interests of the individual prevail over the interests of the group within a society it can be concluded that Indian culture is Collectivist. Markus and Kitayama (1991) suggested that in different cultures people have either independent or interdependent self – construal. In Individualist cultures like North America, the emphasis is more on independent self construal while in collectivist cultures, such as India and China, the emphasis is more on interdependent self –construal. Consequently in collectivist cultures where the focus is more on maintaining interpersonal harmony, people are willing to tolerate greater amounts of injustice (Gupta Vishal, Kumar Sushil, 2013). This suggests that people may have different perceptions of fairness because they belong to different national cultures and have internalized different norms and values (Greenberg, 2001). So the research finding regarding perception of organizational justice of the researches carried out in the western context may not be applicable for non Western Nations.

Secondly the Indian economy has opened its market to foreign firm and this has forced the Indian firms to evolve and restructure themselves to match and survive in the competitive race. Consequently there is drastic change in Indian Industrial context specially the Information technology sector. The unique characteristics of information technology sectors are fluctuating demand and cost-based completion, project management challenges and nature of work (Anupriya Singh, Tanuja Agarwala, 2011). Moreover the workforce of the industry is knowledgeable and dynamic (white collar jobs) who unlike their previous generation are more skilled, talented and demanding. Their perception regarding justice could vary due to their wide international exposure and quality education. Their reaction to injustice could differ and subsequently job satisfaction may get affected leading to attrition. Attrition is one of the greatest challenges faced by knowledge sector now. Though there are many researches conducted on justice perception in India, and few of them have tried to study the link between justice perception and job satisfaction but little is known about similar research in Information technology sector. This presents a significant gap for research.

## **3. LITERATURE REVIEW**

The independent variable is organizational justice and the dependent variable is job satisfaction. The taxonomy of organizational consists of three constructs distributive justice, procedural justice and interactional justice. The constructs under Job satisfaction are work, pay, promotion, co worker and supervisor.

## **Organizational Justice**

The taxonomy for organizational justice presented by Greenberg (1987) is widely accepted by scholars of justice. According to Greenberg the component of organization justice are distributive justice, procedural justice and interactional justice (including interpersonal justice and informational justice).

### **Distributive Justice**

The first construct of organizational justice comes from the work Adam Smith. The origin of distributive justice is in *equity theory* (Adams, 1965). This form of justice deals with distribution of outcome. The individuals compare their input–output ratios with those of others in order to determine the level of fairness (Erdogan, 2002). Another important conception of justice is formulated in relative deprivation theory, which argues that people judge outcomes as unfair when the outcomes they actually receive fall short of the outcomes they expected to receive. Although equity theory and relative deprivation theory differ in a number of ways, they are both theories of distributive justice, because both focus on the fairness of outcomes that people receive (Kees Van den Bos et. al., 2002). So according to distributive justice the employees may feel that the organization is unfair to them if there is incongruence between inputs and outcomes received in form of money, recognition and decision that directly affect them.

### **Procedural Justice**

The second construct procedural justice grew out of Thibaut and Walker's (1975) work. Thibaut and Walker were interested in understanding disputants' reactions to various forms of legal proceedings. They divided dispute resolution into two stages: a process stage in which evidence was presented and a decision stage in which a third party rendered verdict. The participants saw the resolution process as fair and were contented with the results if they were given a sufficient chance to present their cases. This was termed *voice* (Folger & Cropanzano, 1998). In later research Leventhal (1976, 1980) expanded the list of process characteristics by adding six attributes. To be considered fair, a procedure should be (a) consistent, (b) bias free, (c) accurate, (d) correctable in case of an error, (e) representative of all concerned and (f) based on prevailing ethical standards. These six attributes have withstood the test of times.

Further Folger and Greenberg (1985) were the first major researchers to apply procedural fairness to work settings. Evidence from their research show that when people believe that decision-making processes are unjust, they show less commitment to their employers, more theft, higher turnover intentions, lower performance and fewer helpful citizenship behaviors. (Folger & Cropanzano, 1998). People care about procedures which lead to outcome and this shapes their relationships with their employers.

### **Interactional Justice**

Interactional justice is related to decision maker's behavior during the enactment of procedures (Bies & Maog 1986). It refers to the quality of the interpersonal treatment received by an individual (Folger & Cropanzano, 1998). Greenberg (1993) proposed two factors of interactional justice. The first factor is interpersonal justice which is the degree of politeness, dignity and respect given to the employee. The

second factor is informational justice which provides information as to why procedures are implemented in certain way or why outcomes are distributed in certain fashion.

### **Job Satisfaction**

Hoppock defined job satisfaction as any combination of psychological, physiological and environmental circumstances that cause a person truthfully to say I am satisfied with my job (Hoppock, 1935). The Job Description index questionnaire was first introduced in 1969 and it measures five major job satisfaction aspects with a total of over 70 potential job descriptions (Smith et. al., 1969). The factors considered by the job description index are: The nature of work, Compensation and benefits, Attitudes toward supervisors, Relations with co-workers and opportunities for promotion (Arizi, 2011). For the purpose of this study five factor conceptualization of job satisfaction with the sub scales, work itself, co-workers, pay, supervisor and promotion was used.

### **Organizational Justice and Job Satisfaction**

A study conducted with employees of Electrical Industrial Companies Jordon to investigate the relationship between justice perception and job satisfaction found that there was positive association between organizational justice and job satisfaction. In other words employee job satisfaction depended upon organizational justice of managers (Hasan Ali al-Zu'bi, 2010).

A Survey carried out among 122 Indian Managers to examine the influence of distributive and procedural justice on pay and job satisfaction found that distributive justice was more important predictor of Job Satisfaction. Further the study also found that significant relationship emerged between procedural justice and job satisfaction emphasizing Colquitt et. al.,'s (2001) assertion. (Shahina Javad& Premarajan R K, 2011).

The responses from employees of a pharmaceutical company in Bangladesh found that distributive justice and interactional justice has significant impact on job satisfaction while procedural justice did not show any significant relationship with job satisfaction (Mahmud Rahman, Mahbubul Haque, Farzana Elahi and Wafie Miah, 2015)

Research conducted among the employees working for small and mid-sized companies in the Malaysian Klang Valley found that distributive and procedural justice had significant relationship with employee's job satisfaction, organizational commitment and turnover intention. Higher the level of perception of fairness the more or increased is the level of employee's job satisfaction and organizational commitment (Choong Kwai Fatt, Edward Wong Sek Khin and Tioh Ngee Heng, 2010). In a study of Bakhshi et. al., (2009), they claimed that distributive justice is significantly related to job satisfaction while procedural justice is not. Most of researches support that organizational justice is predictor of job satisfaction. Thus in study in line with the above studies it is hypothesized that all the three dimensions of organizational justice is important predictors of job satisfaction.

H1: Distributive justice will be positively related to job satisfaction.

H2: Procedural justice will be positively related to job satisfaction.

H3: Interactional justice will be positively related to job satisfaction.

## Conceptual Model

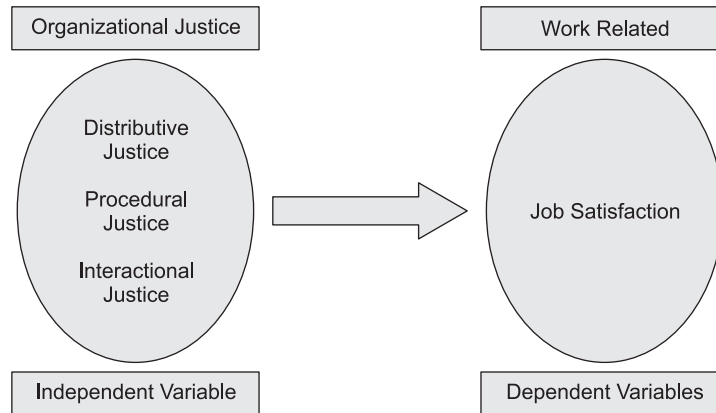


Figure 32.1: Conceptual Model

## Research Design and Methodology

The impact of organizational justice perception on job satisfaction was tested with a sample of Indian software professionals. Prior to the main study, a pilot study was conducted across 64 employees of different software organizations to assess the scale properties. The measures included the twenty-item, four-factor organizational justice scale (distributive, procedural, interpersonal and informational justice) (Colquitt, 2001) and the abridged version of Job Descriptive Index (JDI) which is a 25-item, five-factor scale for job satisfaction (work itself, pay, promotion, supervision and coworkers) (Smith, et. al., 1969, Stanton, et. al., 2001). The responses were measured using a five-point Likert scale that ranged from “strongly disagree-(1)” to “strongly agree-(5)”.

This study carried out to test the impact of organizational justice perception on job satisfaction with a sample of Indian software professionals. The researcher had collected data through simple descriptive survey questionnaires. Likert scale used to collect and measure the data. A total of 500 questionnaires were given to the respondents out of which 464 have been collected with complete information and while screening it was found that 36 were incomplete. Thus the final sample size was 464. This study carried out to analyze the relationship between the organizational justice and job satisfaction on their overall perception. To test frequency analysis, mean and standard deviation the descriptive statistics test used. To test the hypothesis, Chi-Square and ANOVA were used.

## Variables

**Control Variables:** Age, Gender, Educational Qualification, Experience.

**Independent Variable:** Organizational justice dimensions (Distributive Justice, Procedural Justice and Interactional justice).

## Procedural Justice: (PJ)

In Procedural Justice (PJ), the sub questions are framed as:

PJ1 – You are able to express your views during appraisal procedure

PJ2 – You can influence the decisions arrived at by appraiser

PJ3 – Your organization applies appraisal procedure consistently

PJ4 – Your organization’s appraisal procedure is free of bias

PJ5 – Your organization’s appraisal procedure is based on accurate information

PJ6 – You are able to appeal the decisions arrived at by appraisal procedure

PJ7 – Your organization’s appraisal procedure upholds ethical and moral standards

**Table 32.1**  
**Procedural Justice**

	<i>Strongly Disagree</i>	<i>Disagree</i>	<i>Neither Disagree Nor Agree</i>	<i>Agree</i>	<i>Strongly Agree</i>
PJQ1	5.1	20.3	35.9	36.8	1.9
PJQ2	5.1	27.9	46.7	20.3	0
PJQ3	4.4	34.0	32.8	22.2	6.6
PJQ4	1.1	26.2	30.7	38.9	3.2
PJQ5	4.2	33.6	17.3	35.9	8.9
PJQ6	2.7	25.6	10.6	55.6	5.5
PJQ7	6.8	26.4	10.1	29.4	27.3

36.8% of the respondents agreed for PJQ1, 46.7% of the respondents neither disagreed nor agreed for PJQ2, 34.0% disagreed for PJQ3, 38.9% agreed for PJQ4, 35.9% agreed for the PJQ5, 55.6% agreed for the PJQ6 and 29.4% of the respondents replied agreed for PJQ7 as shown in Table 32.1.

**Distributive Justice: (DJ)**

In Distributive Justice (DJ), the sub questions are framed as:

DJ1 – The appraisal outcomes reflect the effort you have put into your work

DJ2 – The appraisal outcomes are appropriate for the work you have completed

DJ3 – The appraisal outcomes reflect what you have contributed to your work

DJ4 – The appraisal outcomes are justified given your performance

**Table 32.2**  
**Distributive Justice**

	<i>Strongly Disagree</i>	<i>Disagree</i>	<i>Neither Disagree Nor Agree</i>	<i>Agree</i>	<i>Strongly Agree</i>
DJQ1	0.6	32.8	35.5	26.2	4.9
DJQ2	10.6	36.2	18.8	27.3	7.2
DJQ3	12.5	26.8	38.1	14.2	8.5
DJQ4	12.9	17.3	15.4	38.1	16.3

35.5% of the respondents neither disagreed nor agreed for DJQ1, 36.2% of the respondents disagreed for DJQ2, 38.1% of the respondents neither disagreed nor agreed for DJQ3, 38.1% of the respondents replied agreed for DJQ4, as shown in Table 32.2.

### Interpersonal Justice: (IPJ)

In Interpersonal Justice (IPJ), the sub questions are framed as:

IPJQ1 – During appraisal you are treated in a polite manner

IPJQ2 – During appraisal you are treated with dignity and respect

IPJQ3 – Appraiser refrains from improper remarks or comments

**Table 32.3**  
**Interpersonal Justice**

	<i>Strongly Disagree</i>	<i>Disagree</i>	<i>Neither Disagree Nor Agree</i>	<i>Agree</i>	<i>Strongly Agree</i>
IPJQ1	9.9	13.5	12.9	37.8	25.8
IPJQ2	13.1	7.6	17.8	33.2	28.3
IPJQ3	15.4	8.2	22.4	42.5	11.4

37.8% of the respondents agreed for IPJQ1, 33.2% of the respondents agreed for IPJQ2 and 42.5% of the respondents replied agreed for IPJQ3, as shown in Table 32.3.

### Informational Justice: (IFJ)

In Informational Justice (IFJ), the sub questions are framed as:

IFJQ1 – Appraiser is candid when communicating with you

IFJQ2 – Appraiser's explanations regarding procedure is reasonable

IFJQ3 – Appraiser tailors communications to meet individuals' needs

**Table 32.4**  
**Informational Justice**

	<i>Strongly Disagree</i>	<i>Disagree</i>	<i>Neither Disagree Nor Agree</i>	<i>Agree</i>	<i>Strongly Agree</i>
IFJQ1	21.1	4.0	25.6	45.5	3.8
IFJQ2	33.4	15.0	35.9	11.4	4.2
IFJQ3	18.4	15.9	41.0	22.6	2.1

45.5% of the respondents agreed for IFJQ1, 35.9% of the respondents neither disagreed nor agreed for IFJQ2 and 41.0% of the respondents replied neither disagreed nor agreed for IFJQ3, as shown in Table 32.4.

### Overall Level of Justice

**Table 32.5**  
**Mean and SD of perception for Overall Level of Justice**

	<i>Mean</i>	<i>SD</i>
Procedural Justice	21.93	4.38
Distributive Justice	11.96	3.75
Interpersonal Justice	10.01	3.13
Informational Justice	8.07	2.84
Overall Justice	51.97	11.95

Based on mean score, procedural justice is to be reduced (21.93) is the most important factor on perception in level of justice, followed by distributive justice (11.96). The least factor is Informational justice (8.07) and interpersonal justice (10.01) as shown in Table 32.5.

**Inference:** Procedure is the most important and value dimension of organizational justice followed by distributive and interactional justice.

**Dependent Variable:** Job Satisfaction (work-itself, co workers, pay Supervisor and Promotion)

### Job Satisfaction Work (JSW)

In Job Satisfaction Work (JSW), the sub questions are framed as:

JSWQ1 – You get a sense of accomplishment from work

JSWQ2 – Your work is dull

JSWQ3 – Your work is satisfying

JSWQ4 – Your work is uninteresting

JSWQ5 – Your work is challenging

**Table 32.6**  
**Job Satisfaction Work**

	<i>Strongly Disagree</i>	<i>Disagree</i>	<i>Neither Disagree Nor Agree</i>	<i>Agree</i>	<i>Strongly Agree</i>
JSWQ1	17.8	17.3	17.8	37.8	9.3
JSWQ2	41.6	19.9	28.3	7.2	3.0
JSWQ3	3.0	14.0	55.0	26.0	2.1
JSWQ4	9.3	29.4	47.6	9.9	3.8
JSWQ5	8.5	27.3	23.7	29.2	11.4

37.8% of the respondents agreed for JSWQ1, 41.6% of the respondents strongly disagreed for JSWQ2, 55.0% of the respondents replied neither disagreed nor agreed for JSWQ3, 47.6% of the respondents replied neither disagreed nor agreed for JSWQ4 and 29.2% of the respondents replied agreed for JSWQ5, as shown in Table 32.6.

### Job Satisfaction Pay (JSP)

In Job Satisfaction Pay (JSP), the sub questions are framed as

JSPQ1 – You are paid fairly

JSPQ2 – You are underpaid

JSPQ3 – Your income is adequate for normal expenses

JSPQ4 – You are well paid

JSPQ5 – You feel insecure



**Table 32.7**  
**Job Satisfaction Pay**

	<i>Strongly Disagree</i>	<i>Disagree</i>	<i>Neither Disagree Nor Agree</i>	<i>Agree</i>	<i>Strongly Agree</i>
JSPQ1	17.5	12.3	29.6	34.2	6.3
JSPQ2	16.7	30.2	16.1	30.0	7.0
JSPQ3	10.4	24.9	31.9	31.3	1.5
JSPQ4	22.4	22.8	23.5	13.7	17.5
JSPQ5	14.4	18.6	28.3	27.9	10.8

34.2% of the respondents agreed for JSPQ1, 30.2% of the respondents disagreed for JSPQ2, 31.9% of the respondents replied neither disagreed nor agreed for JSPQ3, 23.5% of the respondents replied neither disagreed nor agreed for JSPQ4 and 28.3% of the respondents replied neither disagreed nor agreed for JSPQ5, as shown in Table 32.7.

### **Job Satisfaction Promotion Policy (JSPP)**

In Job Satisfaction Promotion policy (JSPP), the sub questions are framed as

JSPQ1 – Your work provides good chance for promotion

JSPQ2 – Promotion is based on ability

JSPQ3 – You have good opportunity for promotion

JSPQ4 – The Promotion policy is unfair

**Table 32.8**  
**Job Satisfaction Promotion Policy**

	<i>Strongly Disagree</i>	<i>Disagree</i>	<i>Neither Disagree Nor Agree</i>	<i>Agree</i>	<i>Strongly Agree</i>
JSPQ1	11.4	14.0	46.9	25.6	2.1
JSPQ2	14.2	20.5	38.5	21.8	5.1
JSPQ3	7.0	15.4	47.1	26.4	4.0
JSPQ4	2.3	37.6	19.7	28.3	12.1

46.9% of the respondents replied neither disagreed nor agreed for JSPQ1, 38.5% of the respondents replied neither disagreed nor agreed for JSPQ2, 47.1% of the respondents replied neither disagreed nor agreed for JSPQ3 and 37.6% of the respondents replied disagreed for JSPQ4, as shown in Table 32.8

### **Job Satisfaction Supervision (JSS)**

In Job Satisfaction Pay (JSP), the sub questions are framed as

JSSQ1 – Supervisor praises good work

JSSQ2 – Supervisor is annoying

JSSQ3 – Supervisor is tactful

JSSQ4 – Supervisor is bad

JSSQ5 – Supervisor is upto date

**Table 32.9**  
**Job Satisfaction Supervision**

	<i>Strongly Disagree</i>	<i>Disagree</i>	<i>Neither Disagree Nor Agree</i>	<i>Agree</i>	<i>Strongly Agree</i>
JSSQ1	10.4	7.0	17.3	59.2	6.1
JSSQ2	5.1	30.2	52.6	6.3	5.7
JSSQ3	9.9	32.6	18.2	27.1	12.3
JSSQ4	20.3	24.9	36.4	8.7	9.7
JSSQ5	2.3	13.5	49.3	25.4	9.5

59.2% of the respondents agreed for JSSQ1, 52.6% of the respondents replied neither disagreed nor agreed for JSSQ2, 32.6% of the respondents disagreed for JSSQ3, 36.4% of the respondents replied neither disagreed nor agreed for JSSQ4 and 49.3% of the respondents replied neither disagreed nor agreed for JSSQ5, as shown in Table 32.9.

### Job Satisfaction Coworker (JSC)

In Job Satisfaction Pay (JSP), the sub questions are framed as

JSCQ1 – Coworkers are helpful

JSCQ2 – Coworkers are boring

JSCQ3 – Coworkers are intelligent

JSCQ4 – Coworkers are lazy

JSCQ5 – Coworkers are responsible

**Table 32.10**  
**Job Satisfaction Coworker**

	<i>Strongly Disagree</i>	<i>Disagree</i>	<i>Neither Disagree Nor Agree</i>	<i>Agree</i>	<i>Strongly Agree</i>
JSCQ1	1.3	17.1	32.6	45.2	3.8
JSCQ2	22.6	36.6	37.2	3.6	
JSCQ3	4.0	14.6	45.0	26.8	9.5
JSCQ4	20.1	31.9	39.5	5.7	2.7
JSCQ5	10.1	9.9	27.3	42.5	10.1

45.2% of the respondents agreed for JSCQ1, 37.2% of the respondents replied neither disagreed nor agreed for JSCQ2, 45.0% of the respondents replied disagreed nor agreed for JSCQ3, 39.5% of the respondents replied neither disagreed nor agreed for JSCQ4 and 42.5% of the respondents agreed for JSCQ5, as shown in Table 32.10.

### Overall Level of Job Satisfaction

Based on mean score, job satisfaction supervision is to be reduced (14.98) is the most important factor on perception in level of job satisfaction, followed by job satisfaction pay (14.67), and job satisfaction work (13.68). The lease factor is responsible for job satisfaction promotion policy (11.90), followed by job satisfaction co-worker (13.43) as shown in Table 32.11.

**Table 32.11**  
**Mean and SD of perception for Overall Level of Job Satisfaction**

	<i>Mean</i>	<i>SD</i>
Job Satisfaction Work	13.68	2.98
Job Satisfaction Pay	14.67	3.53
Job Satisfaction Promotion Policy	11.90	3.62
Job Satisfaction Supervision	14.98	2.83
Job Satisfaction Coworker	13.43	2.37
Overall Job Satisfaction	68.65	12.59

**Inference:** Among the sub scale dimensions of job satisfaction supervisor is most important followed by pay, work and least important are co-workers and promotion policy.

**Table 32.12**  
**Correlation of various Levels of Justice and Job Satisfaction**

		<i>Procedural Justice</i>	<i>Distributive Justice</i>	<i>Interpersonal Justice</i>	<i>Informational Justice</i>	<i>Overall Justice</i>
Job Satisfaction Work	<i>r</i>	0.550(**)	0.552(**)	0.672(**)	0.742(**)	0.727(**)
	P-Value	0.001	0.001	0.001	0.001	0.001
Job Satisfaction Pay	<i>r</i>	0.673(**)	0.686(**)	0.585(**)	0.518(**)	0.738(**)
	P-Value	0.001	0.001	0.001	0.001	0.001
Job Satisfaction Promotion Policy	<i>r</i>	0.775(**)	0.806(**)	0.539(**)	0.715(**)	0.848(**)
	P-Value	0.001	0.001	0.001	0.001	0.001
Job Satisfaction Supervision	<i>r</i>	0.430(**)	0.483(**)	0.512(**)	0.567(**)	0.578(**)
	P-Value	0.001	0.001	0.001	0.001	0.001
Job Satisfaction Coworker	<i>r</i>	0.547(**)	0.472(**)	0.521(**)	0.470(**)	0.597(**)
	P-Value	0.001	0.001	0.001	0.001	0.001
Overall Job Satisfaction	<i>r</i>	0.742(**)	0.753(**)	0.692(**)	0.743(**)	0.866(**)
	P-Value	0.001	0.001	0.001	0.001	0.001

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

The comparison shows that there is highly statistical significant positive correlation between all the variables of level of justice and job satisfaction P value is  $0.001 < 0.01$  level in which higher correlation lies between Distributive Justice and Job Satisfaction Promotion Policy with  $r$  value = 0.806 and least lies between Procedural Justice and Job Satisfaction Supervision with  $r$  value = 0.430

**Inference:** From the Table 32.12 it is clear that there is high correlation between distributive Justice and Promotion policy (job satisfaction) with  $r$  – value .806 while least correlation between Procedural justice and supervision with  $r$  Value = .430.

The reliability of the whole questions was verified with Cronbach's Alpha is shown that  $\alpha = 0.806$ . The 95% confidence interval for the lower bound is 0.782 and upper bound is 0.824. The significant level is  $\rho = 0.001$  level, which is high reliability as shown in Table 32.13.

**Table 32.13**  
**Reliability of performance appraisal in software industry using Cronbach's Alpha with F-Test**

<i>Intraclass Correlation</i>	<i>No. of Items</i>	<i>95% Confidence Interval</i>		<i>Significant Value</i>
		<i>Lower Bound</i>	<i>Upper Bound</i>	
0.806	41	0.788	0.824	0.0001**

\*\* denotes High Significance

#### 4. FINDINGS AND CONCLUSION

The study tested the relationship between organizational justice and job satisfaction. The procedural justice dimension was found to be the most important for the employees. This suggests that employees are more concerned about the procedures followed to determine the outcomes. In other words procedural justice takes precedence over distributive justice and interactional justice. Based on the mean score attitude towards supervisor was found to be important among the factors of job satisfaction. This suggests that role of supervisor is critical for employee job satisfaction. There is positive correlation between all dimensions of justice and job satisfaction. High correlation was found between distributive justice and promotion policy indicating the outcomes are strongly linked to promotion policy. The findings of this reinforce the fact that organizational justice and predictor of job satisfaction asserting the findings of previous researches in organizational justice and job satisfaction.

The findings have practical implications. Software employees are sensitive towards procedures followed in determining the outcomes. They feel just and fair if the procedures are correct as right procedures are most likely to lead to fair distribution of outcome. Secondly as there is positive correlation between all dimension of justice and job satisfaction it is clear that to have high degree of satisfaction there should be fairness in Procedures, distribution of outcomes and interactions. Being fair is important predictor of satisfaction. If the employees are satisfied with their job it will be reflected in positive work behaviors and attitudes. This will in turn reduce attrition which a burning issue and big challenge in the software industry.

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