

A Study on Role of Organizational Justice in Shaping Employee Job Satisfaction

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Abstract - Employee job satisfaction has become a key concern in modern organizations, especially within the rapidly evolving IT sector. Organizational justice, which reflects fairness in workplace practices, plays a vital role in influencing employee attitudes and performance. This study aims to examine the relationship between organizational justice and job satisfaction among employees, with reference to Tech Mahindra. A descriptive research design was adopted, and primary data were collected from 165 employees using a structured questionnaire. The study focuses on distributive, procedural, and interactional justice and their impact on employee satisfaction. Data analysis was carried out using statistical tools including the Kruskal–Wallis H test, Mann–Whitney U test, Spearman correlation, and Chi-square test. The results indicate a significant positive relationship between perceived fairness and job satisfaction, and it concludes that fair policies and transparent practices can enhance employee morale, improve productivity, and contribute to overall organizational effectiveness.

Key Words: Employee Engagement, Job Satisfaction, Organizational Justice, Procedural Fairness, Workplace Behavior

INTRODUCTION

In today's competitive business environment, employee job satisfaction is essential for organizational success. One of the key factors influencing satisfaction is organizational justice, which refers to employees' perception of fairness in rewards, decision-making processes, and interpersonal treatment. It includes distributive, procedural, and interactional justice, each contributing to how employees evaluate their workplace experience. When employees perceive fairness, they tend to be more satisfied, motivated, and committed. Conversely, a lack of fairness can lead to dissatisfaction, low morale, and turnover. Therefore, understanding and maintaining organizational justice is crucial for creating a positive work environment and enhancing overall organizational performance.

Need of the study

1. Organizational justice influences employee attitudes, behavior, and job satisfaction in the workplace.
2. Employees expect fairness in policies, decision-making, rewards, and treatment from management.
3. Lack of fairness can lead to dissatisfaction, low motivation, poor performance, stress, and higher turnover.
4. Understanding fairness in procedures, outcomes, and interactions helps improve employee engagement.
5. Fair and transparent practices enhance employee morale, satisfaction, and overall organizational performance.

Objectives of the study

1. To study the role of organizational justice in shaping employee job satisfaction with reference to Tech Mahendra.
2. To analyze employee perception of distributive, procedural, and interactional justice within the organization.
3. To assess the relationship between each dimension of organizational justice and overall job satisfaction.
4. To identify how fair policies, decision-making processes, and interpersonal treatment influence employeesatisfactionlevels.

SCOPE OF THE STUDY

The study focuses on examining the impact of organizational justice (fairness in policies, rewards, and treatment) on employeejobsatisfaction. It analyzes employees' perceptions of fairness and transparency within a specific organization usingsurveymethods. The findings help organizations improve fairness practices to enhance employee satisfaction, performance,andretention.

REVIEW OF LITERATURE

. 1. Mariam Shahid (2024)

This study examined the impact of distributive justice, procedural justice, LMX, psychological safety, and mentoring on employee engagement in the banking sector.

Data from 228 participants were analyzed using EFA and MRA.

Results showed distributive justice, procedural justice, and mentoring significantly improved engagement, while LMX and psychological safety did not.

2. Muneer Al Dwaikat (2024)

This research explored the effect of transformational leadership on readiness to change, with organizational justice and work engagement as mediators.

Data from 813 respondents were analyzed using PLS-SEM.

Findings revealed transformational leadership significantly influenced readiness to change through both mediators.

3. Musdalifa Musdalifa (2024)

The study analyzed the impact of organizational justice and emotional intelligence on counterproductive work behavior among educators.

Data from 33 participants were collected and analyzed using SPSS.

Results showed both factors had a significant combined influence, explaining 94.5% of the variance.

4. Zahra Mozafari (2023)

This study investigated the relationship between organizational justice and job burnout among nurses in Iran.

Data from 262 nurses were collected using questionnaires and analyzed through a cross-sectional design.

Findings showed a significant negative relationship, indicating higher justice reduces burnout and improves performance

RESEARCH METHODOLOGY

RESEARCH DESIGN

The study aims to find out the organizational justice in shaping employee job satisfaction in TECH MAHINDRA. Research design refers to the overall strategy or plan that guides the process of conducting a research study. It outlines the framework, structure, and methodology for how researchers will gather and analyse data to answer their research questions or test hypotheses. It is like a blueprint or roadmap for conducting research.

DESCRIPTIVE RESEARCH

Descriptive research, also known as statistical research, describes data and characteristics about the population or phenomenon being studied. Descriptive research answers the questions who, what, when, where, and how. A descriptive study is undertaken in order to ascertain and able to describe the organization constantly engaged themselves in studying and analysing issues and hence are involved in some form of research activity as they make decisions at the work place.

DATA COLLECTION

Primary Data Primary data was collected directly from employees of Tech Mahindra through structured questionnaires. This method provides accurate and first-hand information relevant to the study.

Secondary Data: Secondary data was obtained from sources such as books, journals, company records, websites, and government publications. It helps support and validate the primary data.

SAMPLING METHOD

The sampling method used in this study is Simple Random Sampling, a probability sampling technique. This method ensures that each individual in the population has an equal chance of being selected, thereby reducing bias and improving reliability.

A total of 165 respondents from Tech Mahindra were selected using a random number generator in Microsoft Excel. This method was chosen to ensure fairness and representativeness of the sample

The study uses simple random sampling.

SAMPLE SIZE

The sample size was determined using the Krejcie and Morgan (1970) Table. For a population size of around 250–300, the recommended sample size ranges from 152 to 169. Hence, a sample size of 165 respondents was considered appropriate, ensuring a 95% confidence level and 5% margin of error.

STATISTICAL TOOLS USED

The gathered information was examined using:

- KRUSKAL -WALLIS H TEST
- SPEAREMAN CORRELATION TEST
- CHI - SQUARE TEST
- MANN-WHITNEY U TEST

DATA ANALYSIS

The collected data were analyzed using statistical tools to interpret employee responses

Percentage = (Number of Respondents / Total Respondents) × 100

RESULTS & DISCUSSION

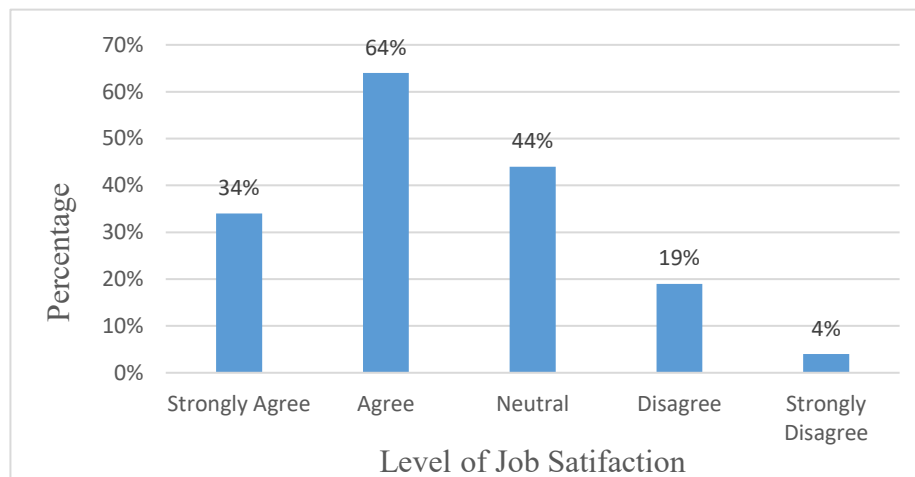
Table 1: Chi-Square Tests

Table showing

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	4.099a	4	.393
Likelihood Ratio	4.198	4	.380
Linear-by-Linear Association	3.330	1	.068
N of Valid Cases	165		

a. 3 cells (30.0%) have expected count less than 5. The minimum expected count is .30.

Fig No. CHART SHOWING THE LEVEL OF JOB SATISFACTION OF THE RESPONDENTS



It is inferred that the highest percentage of respondents express agreement, showing an overall satisfactory work environment.

SUGESSTIONS

- Promotion transparency is the most influential factor, the organization should clearly define criteria, communicate decisions openly, and ensure promotions are merit-based.
- Encourage employees to take part in discussions and organizational decisions to enhance their sense of fairness and belonging.
- Train managers to maintain respectful communication, provide guidance, and handle employees without bias to strengthen interactional justice.

Apply rules and procedures uniformly across all employees regardless of age or gender to maintain fairness and trust

CONCLUSION

The study highlights that organizational justice plays a crucial role in enhancing employee job satisfaction. The findings indicate that perceptions of fairness are consistent across gender and age groups, allowing the organization to implement uniform policies effectively. Moreover, the strong relationship between organizational justice factors and job satisfaction emphasizes the need for fair reward systems, transparent promotion policies, and respectful treatment in the workplace. Among these, transparent promotion policies emerge as the most influential factor, followed by employee participation and supportive supervisor behavior. Overall, ensuring fairness, transparency, and inclusiveness within the organization will lead to higher employee satisfaction and a more positive and productive work environment.

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