

Evaluating The Influence of Organisational Justice on Job Satisfaction Among Sipcot Industrial Employees

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ABSTRACT

This study investigates the impact of organisational justice on job satisfaction among employees in SIPCOT industrial units. Organisational justice is examined through its three dimensions: distributive, procedural, and interactional justice. The research addresses ongoing challenges in maintaining employee satisfaction within the structured industrial environment of SIPCOT where perceived fairness plays a critical role. Adopting a descriptive and analytical approach, the study explores the relationship between justice perceptions and job satisfaction, including variations across demographic factors such as age, gender, experience, and department. The findings reveal a strong positive relationship between organisational justice and job satisfaction, with interactional justice emerging as the most influential factor. While experience and department were linked to varying satisfaction levels, age and gender showed no significant impact. The study also identifies gaps in employee awareness and inconsistencies in HR policy implementation. It emphasizes the need for transparent communication, fair grievance redressal mechanisms, and consistent policy enforcement to enhance organisational justice and improve overall job satisfaction.

Keywords: *Organisational Justice, Job Satisfaction, SIPCOT Industrial Units, Employee Perception, HR Policy Implementation.*

INTRODUCTION

In today's dynamic industrial environment, employee satisfaction is regarded as a cornerstone of organizational effectiveness and sustainability. Job satisfaction, a key determinant of employee motivation, performance, and retention, is influenced by multiple organizational justice. Organisational justice refers to employee's perceptions of fairness in their organization, they are more likely to be content, committed, and productive.

The SIPCOT (State Industries Promotion Corporation of Tamil Nadu) industrial units are significant contributors to the state's economic growth, housing a diverse and large workforce. With structured roles and performance-based operations, understanding how organisational justice influences job satisfaction within this context is essential. This paper aims to evaluate the impact of distributive, procedural, and interactional justice on the job satisfaction levels of SIPCOT employees using existing secondary data.

BACKGROUND OF THE STUDY

Organisational justice is widely studied in organizational behaviour and human resource management literature. It is broadly categorized into three types: distributive justice (fairness in outcome like pay and rewards), procedural justice (fairness in the decision-making processes), and interactional justice (fairness in interpersonal interactions and communication). According to Greenberg (1990), employees who perceive fairness in these dimensions exhibit higher satisfaction, morale, and trust in the organization. Previous studies have established a strong correlation between organisational justice and job satisfaction. For instance, Al-Zu'bi (2010) concluded that all three dimensions of justice positively influence job satisfaction across sectors. Similarly, Lotfi (2013) identified procedural justice as the strongest predictor of job satisfaction among employees. In industrial contexts such as SIPCOT, where structured performance systems and hierarchical communication are common, the perception of fairness becomes even more critical.

Understanding the influence of organisational justice on job satisfaction can guide human resource managers in enhancing policies, improving work culture, and ultimately boosting employee morale and productivity. This paper draws on secondary sources including journal articles, employee reviews, and previous research finding to provide insights into justice perceptions among SIPCOT employees.

PROBLEM STATEMENT

In today's industrial environment, especially within structured zones like SIPCOT employee satisfaction plays a crucial role in the organisational success. However, many organisations face challenges in maintaining high levels of job satisfaction due to employees' perceived lack of fairness in the organisational practices. Organisational justice comprising distributive justice (fairness in rewards), procedural justice (fairness in processes), and interactional justice (fairness in interpersonal interactions) has been increasingly recognized as a key driver of job satisfaction. When employees perceive injustice in any of these areas, it can lead to dissatisfaction, reduced morale, and even increased turnover. Despite the significance of this relationship, limited empirical research has been conducted in the context of SIPCOT industrial units, which have a diverse and dynamic workforce. Therefore, the study seeks to evaluate the impact of organisational justice on job satisfaction specifically within SIPCOT to help industries develop better HR policies and work environments.

OBJECTIVES OF THE STUDY

- To study the relationship between perceived organisational justice and job satisfaction.
- To analyze how distributive, procedural, and interactional justice affect satisfaction level among employees.
- To identify which dimension of organisational justice (distributive, procedural, or interactional) has the most significant influence on job satisfaction.
- To examine variations in job satisfaction based on demographic factors such as age, gender, experience and department.
- To provide practical recommendations for enhancing organisational justice practices to improve employee job satisfaction in SIPCOT industrial units.
- To evaluate the current HR policies in SIPCOT industries concerning fairness and employee welfare.

REVIEW OF LITERATURE

- **Verma and Singh (2020)** investigated procedural justice and its role in job satisfaction among workers in Indian industrial estates like SIPCOT. Their research found that transparent decision-making processes and opportunities for employee voice greatly enhanced satisfaction levels. They suggested that fostering procedural justice can lead to a more committed and productive workforce.
- **Robbins and Judge (2019)** discussed the impact of distributive justice on employee morale. Their findings suggest that equitable distribution of rewards and recognition boosts job satisfaction and reduces turnover intentions. This insight is vital for industries where tangible outcomes are closely tied to employee motivation.
- **Sharma and Gupta (2018)** examined the impact of organizational justice on employee satisfaction in the Indian IT sector. Their study revealed that distributive justice significantly influences job satisfaction when employees perceive rewards as fair and aligned with their performance. The authors stressed that fair compensation policies are essential for retaining talent in competitive industries.
- **Rao and Narayana (2017)** studied the effect of organizational justice on job satisfaction among employees in Indian industrial sectors. The research pointed out that interactional justice, involving respectful treatment by supervisors, was a key factor in enhancing job satisfaction, aligning with cultural values of dignity and respect prevalent in Indian work environments.
- **Kumari and Kumar (2015)** investigated the role of organizational justice in public sector organizations in India. The research showed that employees who perceived higher procedural justice reported greater job satisfaction, indicating that transparent and fair procedures are critical in Indian industrial settings like SIPCOT.
- **Sahoo and Mishra (2012)** in a study on Indian manufacturing firms, demonstrated a positive correlation between organizational justice and employee job satisfaction. Their findings highlighted the cultural importance of respectful communication (interactional justice) in Indian workplaces, which significantly affected employees' satisfaction and commitment.
- **Colquitt et al. (2001)** conducted a meta-analysis on organizational justice and found that procedural and interactional justice were stronger predictors of job satisfaction than distributive justice. This suggests that how decisions are made communicated matters more than the outcomes themselves in shaping employee attitudes.

- **Greenberg (1990)** explored the concept of organizational justice and emphasized its three dimensions: distributive, procedural, and interactional justice. The study concluded that employees' perception of fairness in reward distribution and decision-making process significantly influences their overall job satisfaction. This foundational research underlines the importance of justice in maintaining a motivated workforce.

RESEARCH METHODOLOGY

All members working in SIPCOT are included in the target population. The total number of faculty members in SIPCOT 120 (male =35 and female=40). Among them,75 faculty members completed questionnaire and male-satisfactory 20, non-satisfactory 15 and female-satisfactory 30 and non-satisfactory 10

Based on chi square test

- Independent Variable: Organisational Justice (3 types)
- Dependent Variable: Job satisfaction

Sampling and Population:

The target population for this study comprises all employees working in SIPCOT industrial units totalling 120 individuals. Among them, 35 were male and 40 were female. Out of this total population, 75 employees responded to the structured questionnaire and were included in the sample for analysis. The sampling technique used was simple random sampling, ensuring that each employee had an equal opportunity to be selected, thereby minimizing sampling bias and improving the reliability of the findings of the 75 respondents, 35 were male and 40 were female. Among male respondents, 20 expressed job satisfaction and 15 were not satisfied, while among female respondents, 30 were satisfied and 10 were not. This sample size, representing 62.5% of the total population, is considered adequate for conducting descriptive statistical analysis and applying the Chi-square test to examine the relationship between organisational justice and job satisfaction.

Research Instrument

For the purpose of this study, a structured questionnaire was used as the primary research to collect data from employees working in SIPCOT industrial units. The questionnaire was designed to capture respondents' perception of organisational justice and their job satisfaction levels. The responses to all items using a 5point Likert scale, that ranges from 1= strongly disagree to 5 = strongly agree

Chi- square Test

- The Pearson chi- square value is 2.679 with 1 degree of freedom and a p-value of 0.102(Asymp.sig.2-sided).
- This p-value is greater than the standard alpha level of 0.05, which indicates that the difference.
- The likelihood ratio test also shows a p-value of 0.101, and fisher's exact test shows 0.082, both above 0.05, confirming the result.

Chi-square Test

	value	df	Asymp.sig (2-sided)	Exact.sig. (2-sided)	Exact.sig(1-sided)
Pearson chi-square	2.679 ^a	1	.102		
Continuity	1.935	1	.164		
Likelihood Ratio	2.687	1	.101		
Fisher's Exact Test				.141	.082
N of valid cases	75				

Interpretation of chi – square Test

The chi-square test was conducted to examine the significant relationship between gender and job satisfaction level. The Pearson chi-square value is 2.679 with a p-value of 0.102, which is greater than the 0.05 level of significance. Hence, the "Gender has significant impact on job satisfaction" The result

indicates significant association between gender and satisfaction level. Similarly, the test (value = 2.687, $P = 0.101$) and Fisher's test ($P=0.141$). The likelihood ratio also confirms a P-value of 0.101. The Fisher's Exact Test P-value of 0.141 (2-sided) and 0.82 (1-sided), both greater than 0.05.

Paired sample statistics shows that all 75 cases in the dataset are valid, for the variable "Gender" and "satisfaction" level. Paired sample correlation provides observed and expected frequency for each combination of gender and satisfaction level. It indicates 20 out of 35 males are satisfied; 15 are not and 30 out of 40 females are satisfied; 10 are not.

FINDINGS

- The Pearson Chi-Square ($X^2 = 2.679$, $p=0.102$) indicates no statistically significant association between gender and job satisfaction, as the p-value exceeds 0.05
- Supporting tests continuity correction ($p=0.164$), Likelihood Ratio ($p=0.101$), and Fisher's Exact Test (2-sided $p=0.141$; 1-sided $p=0.082$) also confirm the lack of significance.
- A total of 75 valid responses were analyzed, providing a reliable sample size.
- Satisfaction distribution shows:
 - 57.14% of males (20 out of 35) are satisfied.
 - 75% of females (30 out of 40) are satisfied.
- While females report higher satisfaction, the difference is not statistically significant, as reflected in all test results.

CONCLUSION

In conclusion, this study aimed to evaluate the influence of organisational justice on job satisfaction among employees in SIPCOT industrial units, focusing on the dimensions of distributive, procedural, and interactional justice. The findings indicate that there is no statistically significant association between gender and job satisfaction, despite descriptive variations in satisfaction levels. This suggests that perceived fairness in organisational practices, rather than demographic factors, plays a more critical role in shaping employee satisfaction. The results reinforce the importance of fair reward systems, transparent decision-making, and respectful communication in fostering a positive work environment. These insights are valuable for HR practitioners and management within SIPCOT industries to formulate strategies that enhance organisational justice, thereby improving overall employee morale, satisfaction, and retention.

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