

ORGANIZATIONAL JUSTICE AMONG TEACHERS IN THE PRIVATE SCHOOLS IN TENKASI, TAMIL NADU

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ABSTRACT

Organizational justice refers to the idea that an action or decision is morally right, which may be defined according to ethics, religion, fairness, equity, or law, (Greenberg 1987). Descriptive research is particularly suited to explore questions, regarding the teachers. The respondents have considered 386 sample teachers. It is found that the teachers are given more importance towards the express their views and feelings, applied consistently, free of bias, accurate information, procedures uphold ethical and moral standard.

Keyword: Organizational Justice, bias, values, and feelings

INTRODUCTION

Organizational justice refers to the idea that an action or decision is morally right, which may be defined according to ethics, religion, fairness, equity, or law, (Greenberg 1987). Equity theory tells the extent to which employees are satisfied with their jobs or equality or inequality they perceive with respect to their work environments. In this case, individuals compare the gains they have achieved as a result of their work and develop certain attitudes about the organization they work for as a result of this comparison (Luthans, 2006; Greenberg, 1996). Organizational justice is associated with rules developed for distribution of gains, including duties, goods, services, reward, punishment, compensation, organizational positions, opportunities or roles among people working for an organization or

for taking decisions for distribution, and with social norms on which these rules are based (Folger and Cropanzano, 1998).

The origin of organizational justice is based on Adam's equity theory According to Adams, an individual compares organizational merits given to both himself and others in return for contributions to the organization. As a result of such a comparison, those who see an unfavorable condition prefer to lower their inputs or develop turnover intentions. When they believe there is justice, they work peacefully Murat, 2008, Eren, 2001, Meyer and Allen, (1996). People are naturally attentive to the justice of events and situations in their everyday lives, across a variety of contexts,(Buchanan 1974, Balram 2005), Floder and Gopanzano 2009). Colquitt et al., (2001), (2005) An organization justice refers to sense is employee's beliefs about a fair environment in their workplace Ermine (2011) and George et al., (1993). According to Hassan and Hashim (2011),

STATEMENT OF PROBLEM

Individual reacts to actions and decisions made by the organizations every day. An individual's perceptions of these decisions as fair or unfair can influence the individual's subsequent attitudes and behaviors. Yu zinc (2016) Fairness is often of central interest to an organization, because the implications of perceptions of injustice can impact job attitudes and behaviors at work. Justice in organizations can include issues related to perceptions of fair pay, equal opportunities for promotion, and personnel selection procedures.

Now-a days, organization world are met with the competitive market. Because, employee met low salary, work overload, overtime, bias monetary and non monetary benefit, wages are those problems in the school industry. An organization is effective to the degree to which it achieves its goals. Zuraini Alan, Salleh Radzi, (2013) An effective organization will make sure that there is a spirit of cooperation and sense of sphere of its influence. As an organization battle to get the most from their existing employee in an environment characterized by skill shortages such the role of human resource practices in the organization in fostering employee engagement and commitment in paramount, Wiener, Y. (1982). Many organizations are aware of the significant impact both positive and negative those employees have on organizational performance and productivity Thibaut, J., & Walker, L. (1975).

When it comes to teacher compensation and regional differences are to be expected based on the cost of living. another major challenge that teachers faces is violent behavior while on the job, may be from patients or coworkers. staffing is an issue of both professional and personal concern for teachers today. in fact, issues related to staffing levels, unit organization or inequitable assignments are one of the top reasons for the teacher to leave a school job. teachers are often required to work long hours. but in a number of cases, teachers must work back-to-back or extended shifts, risking fatigue that could result in medical mistakes. hence, this study made an attempt to find out the determinants of organizational justice and its consequences of organizational outcome among teachers in tenkasi.

SCOPE OF THE STUDY

A company is its own world. A culture of ethics and compliance cannot exist without an organizational justice. If company managers and employees perceive that the internal justice system does not work, the company will be unable to foster the critical values of integrity and trust, (Riggle, et. al., (2009). The company's culture will become stale, distrust and fear will grow, and ultimately serious misconduct is more likely to occur. If a company faces serious questions as to its commitment to an organizational justice, serious remedies have to be implemented. If the internal justice system is viewed as unfair or unresponsive, managers and employees will not trust the system and will not report the suspected misconduct Porter, et al., (1976).

Most of us understand that every personnel decision cannot go our way, but justice provides us with more certainty regarding our future benefits, Sharma, R. and Jyoti, J. (2009). People also care about justice because they believe it is the morally appropriate way others should be treated (Folger, 2001). When these employees see a customer treating one of their coworkers unfairly, the observing worker is apt to experience stress symptoms Sri Wiyot et al., (2015) Through this mechanism, injustice may spread ill will throughout a workgroup. Hence this study helps to school management to treat their employee fairly.

OBJECTIVE OF THIS STUDY

- To analyze the level of an organizational support, organizational reward, organizational justice towards the private school teachers in the Tenkasi district
- To examine the relationship between organizational variables and organizational justice.
- To determine the organizational variables influenced on organizational justice.

HYPOTHESES OF THE STUDY

- Ho: There is no relationship between an organizational variables and organizational justice.
- Ho: There is no influence the an organizational variables and organizational justices

Research Methodology

The purpose of this research is to examine the organizational justice of teacher in the private schools in Tenkasi district, Tamil Nadu, India. This research examines that the organizational support and reward is considered as independent variables. Organizational justices are considered as a dependent variable. Nunnally (1979) Descriptive research, as a methodology, is particularly suited to explore questions, regarding the teachers. There are 270 school in Tenkasi district. The respondents have considered those school that have employed more than 200 teachers that school should be selected from collected samples. There are 47 school, there are more than 20 teachers are worked in Tenkasi district. In these school, there are 1472 teachers working at present under the school data (2017). The researcher has applied convenient sample method to collect the questionnaire. Tenkasi district is the largest

city in Tamilnadu, India. The researcher has applied Convenience sampling method to collect the questionnaire.

Sample size

The study used the organizational justice among teachersto estimate proportion of the population uses at an approximate 95% confidence level. Based on the pilot study, the percentage of respondents having positive organizational justice is found to be 60 % hence, $p = 0.5$ (and therefore $q = 1 - 0.6 = 0.4$). As this is a preliminary study you are prepared to accept a margin of error of $\pm 5\%$ so you set $d = 0.05$. To determine the minimum sample size formula is applied;

$$n = 4pq / d^2$$

$$n = 4 \times 0.60 \times 0.40 \div 0.05$$

$$n = 0.96 \div 0.0025 = 384$$

For this study, the researcher has determining a sample is 384 but the researcher has collected 400. Finally 386 responses are fit for further analysis. Hence, the sample of this study consist 386 respondents.

Instruments Description

Organizational Support

They used the eight-item scale developed by Eisenberge, et al., (1997).

Organizational Rewards

The rewards scale developed by Eisenberger, et. al., (1997). It is used to assess beliefs concerning the favorable of opportunities for recognition pay and promotion.

Organizational justice

Organizational justice iswith regard to how an employee judges the behaviour of the organization and their resulting attitude and behavior that come from this. An organizational justice item scale was developed by Colquitt et al., (2001).

ANALYSIS AND INTERPRETATION

Table 1 teachers opinions towards Procedures Justice

Statement	Mean	Std. Deviation
I am able to express my views and feelings during those procedures.	4.43	0.76
I am able to influence the outcome of the procedures.	3.94	1.00
The procedures are applied consistently.	4.06	1.05
The procedures are free of bias.	3.71	1.10
I can appeal the outcome of the procedures.	3.92	1.10

The procedures are based on accurate information.	3.80	1.08
The procedures uphold ethical and moral standards.	3.97	1.04

Source: primary data computed

Table 1 explains the **teachers** opinions towards procedures justice The mean values, it is observed that they able to express their views and feelings during those procedures (4.43), they are able to influence the outcome of the procedures (3.94) the procedures are applied consistently (4.06), the procedures are free of bias (3.71), can appeal the outcome of the procedure (3.92), the procedures are based on accurate information.(3.80) the procedures uphold ethical and moral standards (3.97). It is found that the teachers are given more importance towards the express their views and feelings, applied consistently, free of bias, accurate information, procedures uphold ethical and moral standard.

Table 2 teachers Opinions towards Distributive Justice

Statement	Mean	Std. Deviation
The rewards I receive reflect the effort I put into my work.	4.30	0.898
The rewards I receive are appropriate for the work I do.	3.84	1.00
The rewards I receive reflect what I have contributed to the organization.	3.99	1.09

Source: primary data computed

Table 2 explains the **teachers** opinions towards distributive Justice. The mean values, it is observed that they receive reflect the effort they put into their work (4.30), they receive are appropriate for the work they do, (3.84), and they receive reflect they have contributed to the organization (3.99). It is found that they receive reflect the effort they put into my work, they receive are appropriate for the work contributed to the organization are stronger opinion about distributive justice. The self-interest model suggests that people seek decision control because they are concerned with maximising their own outcomes. However, when individuals have to cooperate with others in groups to achieve outcomes, the group-value model comes into play, and the focus shifts from decision control to process control, Sharma and Jyoti (2009).

Table 3 teachers Opinions towards International Justice

Statement	Mean	Std. Deviation
We can in communication with me.	4.27	0.92
Give me reasonable explanations.	3.95	0.91

Communicate details to me in a timely manner.	4.09	1.04
Tailor communication to meet their needs.	3.63	1.20

Source: primary data

Table 3 explains the **teachers** opinions towards international justice. The mean values, it is observed that they can be in communication with them (4.27), reasonable explanations (3.95), communicate details to their timely manner (4.09), tailor communication to meet my needs (3.63). It is inferred that communication, reasonable explanations, communicate details to their timely manner and tailor communication are high importance toward the organizational international Justice. Bies and Moag (1986) state that interactional justice denotes individuals' concerns about the quality of the interpersonal treatment they receive during the enactment of organisational procedures. Folger and Cropanzano (1998) consider a decision-making process to consist of both the formal structural component represented by Leventhal's six justice rules, and the informal interactions between the decision makers and the recipients that represent interactional justice.

Table 4 teachers Opinions towards Informational Justice

Statement	Mean	Std. Deviation
Treat me in a polite manner	4.21	1.08
Treat me with dignity	3.96	0.98
Treat me with respect	4.17	1.06
Refrain from improper remarks or comments	3.91	1.07

Source: primary data computed

Table 4 explains the teachers opinions towards informational justice. The mean values, it is observed that polite manner (4.21), dignity (3.96), respect (4.17), refrain from improper remarks or comments (3.91). It is found that the polite manners, dignity, respect, and refrain from improper comments are having high level opinion towards informational justice of the organization. Anu Singh Lather, Ms. Simian Kaur (2015) Fairness or justice is very appropriate in the organizational environment as many procedures are implemented and many decisions are made regarding the distribution of outcomes. The appraisal that information is inadequate or untrue leads to the perceptions of injustice. Informational justice is thought to consist of factors that enhance individual perceptions of efficacy of explanations provided by the organizational agents. These factors include in reality information sharing about the organizational matters i.e. just keeping employees informed is often viewed by people as a fairness issue.

Table 5 Relationship between Organizational Variable and Organizational Justice

	Procedural Justice	Distributive Justice	Interactional Justice	Informational Justice	Organizational support	Rewards
Procedural Justice	1					
Distributive Justice	0.533**	1				
	0.001					
Interactional Justice	0.678**	0.577**	1			
	0.001	0.001				
Informational Justice	0.621**	0.554**	0.661**	1		
	0.001	0.001	0.001			
Organizational support	0.582**	0.426**	0.481**	0.526**	1	
	0.001	0.001	0.001	0.001		
Rewards	0.551**	0.446**	0.515**	0.396**	0.354**	1
	0.001	0.001	0.001	0.001	0.001	

Source: primary data computed; *significant at five percent

Ho: There is no relationship between organizational variable and organizational justice

Table 5 depicts the relationship between organizational variables and organizational justice. Pearson correlation has been applied to know the relationship between organizational variables such as organizational support, reward and organizational justice. Here, organizational support and reward are considered as independent variables. Procedural justice, distributive justice, interactional justice, and informational justice are considered as a dependent variable. It is indicated that the organizational support and reward are positive relationship with distributive justice, procedural justice, interactional justice, informational justice of the organization. Hence, hypothesis is rejected. It is found that the organizational support and rewards are positive relationship with organizational justice.

It is found that the organizational support is strongly related with organizational justice and leads to organizational outcomes, (Allen and Myer 1991). It is interesting to note that informational justice was the only dimension that has significantly positively predicted organizational support. Despite the significant zero-order correlations, distributive, procedural, interpersonal or relational justice did not predict organizational support.

Table 6 Factors influence the Organizational Variables on Organizational Justice

R	R Square	Adjusted R Square	F-value	p-value
0.771	0.595	0.592	186.715	0.001*

	Unstandardized Coefficients		Standardized Coefficients	t	p-value
	B	Std. Error	Beta		
(Constant)	4.665	1.102	-	4.235	0.001*
Organizational Support	0.191	0.041	0.195	4.644	0.001*
Rewards	0.367	0.070	0.204	5.209	0.001*

Source: primary data computed; * one percent significant

Ho: Organizational variables do not influence the Organizational Justice.

Table 6 explains the factor influencing the organizational variables on procedural organization justice. Here, organizational support and reward are considered as independent variables. Organizational Justice is treated as dependent variable.

Regression and analysis are applied to know the factors influencing the organizational variable on organization justice. The adjusted r-square value is found to be 0.592.

It is found that the independent variable such as organizational support and reward are influenced at 59.2 percent towards the Organizational Justice. Hence, the stated hypothesis is rejected.

The unstandardized co-efficient data values indicate the strength of relationship between dependent and independent variables. If it is presented by the equation as follows

$$\text{Organizational justice} = 4.665 + 0.367(\text{reward}) + 0.191 (\text{organizational support})$$

It is found that reward and organizational support are positively influenced on the Organizational justice of the organization. The past researcher results supported in this study. Riggle, et. al., (2009) found that the organization justice was greater association among organizational supports. Organizational justice focuses on employee perceptions of the fairness of procedures used to make decisions (Thibaut and Walker, 1975).

Conclusions

Justice is important to people especially when there is not enough of it. This is also true at the workplace. Everyone can relate this, either by having experienced it firsthand or through knowing somebody who was treated unfairly at their job. Going to a workplace every day where injustice rules are difficult. It is conclusion that organizational justice is need to be there every organization. The private teachers are felt low salary, recognition of their job, high turnover, less satisfaction, commitment, irrespective, extra duty, etc. Here, less rules and regulation are affect the justice. So, the government cares their people to implement their country law and regulation.

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