
Organization Justice and Job Satisfaction Among Teachers of Self-Financing Arts And Science Colleges In Thrissur District, Kerala.**Saneesh Kumar K U¹ and Dr. Sony Vijayan²**

¹m.Phil. Research Scholar, Department Of Commerce And Management,
School Of Arts And Sciences,
Amrita Vishwa Vidyapeetham Kochi, India

²associate Professor, Department Of Commerce And Management,
School of Arts And Sciences,
Amrita Vishwa Vidyapeetham Kochi, India

Article History: Received: 11 January 2021; Revised: 12 February 2021; Accepted: 27 March 2021; Published online: 10 May 2021

Abstract

Correlation Among Organisational Justice And Work Performance Is Explored In This Proposed Study. Organizational Justice Is Historically Assessed By Three Components. In This Paper, The Model Of Corporate Fairness Has Been Enlarged And The Components Of Spatial And Temporal Fairness Are Studied And Evaluated. The Implication Of Organisational Justice On Work Satisfaction Has Been Measured In Five Components. The Researcher Has Used Structured Questionnaire To Collect Data From 268 Samples Of Self-Financing Arts And Science Colleges In Thrissur District. Proportionate Stratified Random Sampling Method Has Been Adopted. In Order To Ensure Validity, The Investigator Incorporated Descriptive And Inferential Statistics. Teachers' Expectations Have Been Used To Determine Whether Or Not Justice Prevails In The Institution And Whether This Fairness Influences Their Level Of Job Satisfaction. The Discoveries Have Established A Great Connection Between Work Satisfaction And Organisational Fairness.

Key Words: Organizational Justice, Job Satisfaction

Introduction

Traditionally, Teachers Play A Key Role In Influencing The Consistency Of The Learning Climate. Universities And Colleges Show The Mission Of Educating People, Preserving And Improving Expertise, Attracting Services That Support Societies, Creating Innovations That Improve Society, Solving Problems, And Serving The Needs Of Communities. Over The Past Three Decades, Universities And Colleges Have Faced Many Obstacles, Such As Insufficient Monetary Capital, Shifts In Pupil Strengths And Gaps In Social Belief. Universities And Colleges Demand Phenomenal Improvements With Institutionally Active Teachers In The Constant Problems That Occur. The Endless Issues That Arise In Universities And Colleges Require Phenomenal Changes With Institutionally Engaged Teachers. Teachers Constitute The Stability, Staff And Excellence Of The Institutional Environment. The Involvement Of Teachers With Institutional Problems And Challenges Is Critical To Academic Environmental Endurance And Success.

In Order To Build A High Quality, Safe And Supportive Learning Climate, Teachers Are Solely Responsible For All The Learning Activities That Influence Each And Every Aspect Of The Institution. In Teaching, Research Activities And Rendering Services, The Core Duties Of Teachers Are Widely Expressed. In Addition, Teachers Also Make Important Decisions Regarding Their Institutions, Departments And Classes, Both Individually And Jointly. Teachers Also Contribute To Departmental Activities Like Curriculum, Research Preference And Student Clubs And Council.

Job Satisfaction In The Workplace Is Closely Related To The Actions Of The Employee. It Can Be Explained As The Set Of Feelings And Opinions About Their Current Jobs That Workers Have. From Extreme Satisfaction To Extreme Dissatisfaction, The Level Of Work Satisfaction Varies. Employees Has Attitude About Various Aspects Of Their Jobs For E.G. Their Work, Their Colleagues, Supervisors Or Subordinates And Their Pay. The Importance Of Job Satisfaction Specially Emerges To Surface When Many Negative Consequences Of Job Dissatisfaction Come To Mind Such As

Disloyalty, Increased Absenteeism, Low Productivity, Turnover And Increased Number Of Accidents Etc. (Aziri, 2011). Therefore In Order To Be Competitive In This Global Business Environment, Organizations Must Identify Factors That Affect Job Satisfaction And The Morale Of Their Employees (Al-Zu'bi, 2010). Job Satisfaction Is Influenced By A Variety Of Factors, Such As The Nature Of Employment, Compensation, Prospects For Development , Management, Working Groups And Working Conditions, Etc. (Aziri, 2011)

One Unique Factor That Influences Employee Job Satisfaction Is Called Organisational Justice; Which Is Concerned With The Fair Treatment Of Employees. This Refers To The Degree To Which Employees Consider Performance, Processes And Relationships To Be Equitable.

Organizational Justice Is A Versatile Concept; It Covers Everything From System Of Payment To Treatment By One's Employer. Researchers Of Organizational Behaviour Identified Three Types Of Organizational Justice That Is Distributive, Procedural Justice, Interpersonal Justice Which Is Further Divided Into Interactional, And Informational Justice (Colquitt Et Al. 2005, Greenberg, & Zapata-Phelan, 2005).

Organizational Justice Was Mostly Concerned With Distributive Justice Until 1975. Conventionally, Adam (1965) Provided The Basis For The Majority Of Distributive Justice Research With His Equity Theory (Berneth, Feild, Giles, Cole, 2006). According To Leventhal, Karuza, & Fry (1980) And Thibaut & Walker (1975) Research Into Organisational Justice Goes Deeper Than The Principles Of Equality. They Claimed That People Not Only Define Justice In Terms Of Distributive Justice Of Inputs And Outcomes, But Also View It In Terms Of Procedures, Categorised As *Procedural Justice*, That Decide Those Outcomes.

According To Cropanzano, Rupp, Mohler And Schminke (2001), The Socio-Emotional Significance Is Often Taken Into Account By Individuals, Along With The Economic Importance Of Performance. The Socio-Emotional Value, Which Involves Aspects Of Status And Integrity, Focuses On The Nature Of Relationships Between People. Bies & Moag (1986) Introduced The Idea Of *Interactional Justice*, Which Refers To The Treatment That An Employee Receives In Terms Of Explanations For Decisions And The Information With Compassion And Respect.

It Needs To Be Equitable In Its System Of Distributive, Procedural, And Interactional Justice In Order To Keep The Employee Happy, Dedicated, And Loyal To The Organisation. Two New Aspects Of Organisational Justice, Such As Spatial And Temporal Justice, Have Been Established. Spatial Justice Refers To The "Perception Associated With The Geographical Distance And Access To Resources Within The Workplace," Whereas "Equal Distribution Of Time" Is Concerned With Temporal Justice.

This Research Has Carried Out The Ruins Of Organizational Justice Along With Two New Elements Introduced Using The Variables Of Time And Space And Its Impact On Job Satisfaction Of Teachers Working In Self – Financing Colleges In Thrissur District Of Kerala. This Study Explores Whether The Merged Old And Modern Components Of Workplace Justice Have A Significant Effect On The Job Satisfaction Of Employees Or Not. Likewise, In An Organisational Sense, This Paper Gives Way To New Dimensions Of Space And Time.

Literature Review

1. **Hasan A, Hashim J (2011)** Has Identified The Relationship Between Organizational Justice (Fairness In Distribution, Procedure And Interaction) And Job Satisfaction. The Researchers Argued Ofan Important Interrelationship Among Age And The Understanding Of Organisational Accountability. The Results Also Revealed That Organisational Fairness Has Positive Relations With Job Satisfaction. Job Satisfaction Is Based On The Organisational Fairness Of Management.
2. **C.L Martin And Bennett. N (1996)** The Study Indicated That The Relationship Among Both Fairness In Distribution And Employee Fulfilment Procedures Has Also Been Reviewed. The Results Revealed That Procedural Justice Was Higher Element As Compared To Distributive Justice. The Results Also Found That Distributive Justice Have Largely Influenced On Employees "Pay". The Researchers Stated That Employees Need To Change Their Thoughts In Positive Manner In Order To Accept The Policies And Procedures Of The Organization.

3. **Mcfarlin And Sweeney (1992)**The Results Of This Study Indicated That Both Fairness In The Distribution And Procedure Have Positively Influenced Satisfaction Of Job. In Addition, The Observations Have Demonstrated That Distributive Equality Has A Noticeable Effect On Compensation Compliance And Procedural Fairness Has Shown A Substantial Influence On Subordinate Evaluation... The Researchers Suggested That An Employee Need To Recognise The Guidelines And Strategies Of Organisation
4. **P. Schappe (1998)** Has Identified The Variance Among Employees' Level Of Job Satisfaction And Workplace Fairness In Distribution And Procedure. The Researcher Focused Two Forms Of Procedural Justice Which Were Structural (Policies And Procedures) And Interpersonal (Treatment And Communication). The Author Initiated That Fairness In The Distribution Was A Better Predictor Of An Employee's Job Satisfaction Level.
5. **Saniausmani&Siraj Jamal (2013)**The Findings Of This Study Indicate That Distributive, Interactional, Temporal Justice And Job Involvement Have An Indispensable Association.

Statement Of The Problem

Diversity And Dispersion In Colleges And Universities Have Increased Considerably In The Past 40 Years. In Their Profession, As Well As Personal And Cultural Association And Uniqueness Within A Working Community, Teachers Are Very Distinct. The Perceived Organisational Fairness Of Teachers Could Also Make A Difference In Influencing Their Attitudes And Behavioural Patterns.

In Organisational And Industrial Psychology, Innumerable Literature Has Observed Organisational Justice As Well As Its Associated Effects. Organizational Justice's Effect On Work Satisfaction Is A Widely Discussed Subject Since It Is The Attitude Of An Employee Towards The Organisation (Kumar, Bakhshi, And Rani, 2009). It Needs To Be Equitable In Its System Of Distributive, Procedural, And Interactional Justice In Order To Keep Workers Happy, Dedicated And Loyal To The Organisation.

It Has Been Observed That Employees Do Not Only Measure Justice Of In Terms Of Outcomes, Formal Allocation Processes And Interpersonal Transactions They Encounter With Others; But Also In Terms Of Time And Space. Two New Aspects Of Organisational Justice, Such As Spatial And Temporal Justice, Have Been Established. The Perception Of Geographical Distance And Access To Services Within The Workplace Relates To Spatial Justice. Whereas The Equal Allocation Of Time Is Concerned With Temporal Justice. Several Researchers Used Three Facet Construct Of Organizational Justice Which Is Composed Of Distributive, Procedural, And Interactional Justice While In This Research It Also Considers The Two New Elements Of Organizational Justice (Spatial & Temporal Justice). It Describes That Whether Tradition And Modernity Aspects Of Organizational Justice Combined Have A Beneficial Influence On The Productivity Of Workers Or Otherwise.

Objectives

- To Learn The Perceived Level Of Organizational Justice and Its Effect In The Job Satisfaction Among Teachers Of Self – Financing, Arts And Science Colleges In Thrissur District.
- Discover The Relationship Between The Views Of Teachers About Corporate Equality And Work Satisfaction.

Hypothesis

1. Organizational Equity Has Critical Impact On Work Fulfilment.

Research Methodology

The Study Takes Into Account The Self-Financing Arts & Science Colleges Of thrissur District, Which Are Affiliated To University Of Calicut, Kozhikode. The Study Population Was The Teachers Of Self - Financing Stream Of Arts & Science Colleges In Thrissur District, Kerala. In The Thrissur District, The Total Number Of Self-Financing Arts & Science Colleges Are 23 And The Total Number Of Teaching Staff In These Colleges Are 876 (As Per The 2019-20

Annual Report, University Of Calicut). A Sample Size Of 268 Is Derived From The Total Population Of 876 Teachers Of Self-Financing Colleges, Using An Online Sample Size Calculator With 95 % Confidence And 5 % Confidence Interval. The District Of Thrissur Is Divided Into 7 Municipalities And 1 Corporation, Which For The Analysis Is Considered To Be Strata. Stratified Random Sampling Technique Is Used And Samples Were Drawn From Each Stratum Proportionately In Order To Achieve The Study Sample Size Of 268.

This Research Consists Of Both Primary And Secondary Sources Of Data Obtained. Using A Systematic Questionnaire Under The Supervision Of The Researcher, The Primary Data Was Collected From The Respondents And Secondary Information Was Collected From Books, Journals, Websites, Published And Unpublished Records.

The Questionnaire Was Designed To Assess The Perception Levels Of Organizational Justice And Also To Assess Levels Of Job Satisfaction. In Order To Describe The Combined Impact On Job Satisfaction, Five Dimensions Of Organisational Justice (Distributive, Procedural, Interactional, Temporal And Spatial Justice) Were Used. Work Schedule, Salary Level, Work Load, Incentives And Job Obligations Were The Variables Used To Access Distributive Justice. The Variables Used For Procedural Justice Were Bias, Empathy, Evidence, Communication, Coherence And Dissent. While The Expectations Of Consideration, Reverence, Sensitivity, Ethics And Concern Were Assessed By Interactive Justice. Three Variables Of Office Time / Late Hours, Personal Time, And Marital Time Assessed Temporal Justice. Two Variables In Resource Distance And Expenditure Inequality Were Measured By Spatial Justice. Questions Were Taken From Al-Zu'bi (2010) Relating To Distributive, Procedural And Interactional Justice Variables. For Question Related To Spatial And Temporal Justice Variables Were Taken From Saniausmani (2013). The Scale Of Distributive, Procedural, Interactional, Temporal And Spatial Justice Was Based On A Five –Point Likert Scale And Responses Were Based On (Strongly Disagree-1 To Strongly Agree 5).

A Standard Questionnaire Used By Fernand And Awamleh (2006) Measured Job Satisfaction, In Which Questions Related To Employees' Perceptions Of Their Jobs Were Asked To Assess The Level Of Job Satisfaction Among Them. To Assess The Responses To Each Item, The Five - Point Likert Scale Was Used (Strongly Disagree-1 To Strongly Agree 5).

In The Questionnaire, A Total Of 47 Questions Were Asked; 32 Of Which Were Related To Five Dimensions Of Organisational Justice, 7 Were Related To The Degree Of Work Satisfaction, While 8 Were Related To The Demographic Characteristics Of The Respondents.

The Statistical Package For Social Science (Spss) Version 26 Was Used To Analyse The Data. Both Descriptive Statistics (Percentage, Mean And Standard Deviation) And Inferential Statistics (Pearson Correlation& Regression Analysis) Were Used For Purposes Of Descriptive And Inferential Analysis Respectively.

Analysis And Interpretation Of Data

Socio-Demographic Profile Of Respondents

Variables	Category	No. Of Respondents	Percentage
Gender	Male	87	32.5
	Female	181	67.5
Age (In Years)	20 – 29	19	7.1
	30 – 39	161	60.1
	40 – 49	30	11.2
	Above 50	58	21.6
Highest Educational	P.G.	164	61.2

Qualification	P.G. With Net/Set	21	7.8
	P.G. With B.Ed.	20	7.5
	M.Phil.	39	14.5
	Ph.D.	24	9
Marital Status	Married	217	81
	Un Married	51	19
Designation	Assistant Professor	225	84
	Associate Professor	32	12
	Professor	11	4.1
Teaching Experience (In Years)	1 - 5	76	28.4
	5 – 10	92	34.3
	Above 10	100	37.3
Monthly Income	Less Than 10000	0	0
	10001 - 20000	81	30.2
	20001 – 30000	172	64.2
	30001 – 40000	8	3
	Above 40000	7	2.6
Hours Handled Per Week	Less Than 10 Hours	21	7.8
	10 – 15 Hours	82	30.6
	More Than 15 Hours	165	61.6

Table No 1: Descriptivestatisticsoforganizationaljustice Analysis.

Statements	N	Mean	Standard Deviation
A. Distributive Justice			
-Timeframe Of Task Is Justifiable	268	3.56	.987
-Remuneration For Work Is Justified	268	2.88	1.081
-Consider Workload To Be Fairly Reasonable	268	2.98	.861
-The Rewards Received Seem To Be Relatively Equitable	268	3.00	.938
-The Obligations Of The Work Have Been Justly Appropriate	268	3.54	1.007
B. Procedural Justice			
-Decision On My Job Is Taken In A Prejudiced Manner	268	3.04	.990
- The Organisation Usually Heard The Teachers Concern While Taking Decisions	268	3.22	1.014
- Before Making Any Decisions Related To My Profession, Management Gathers Accurate And Entire Information	268	3.03	1.031
- If Any Doubts Raised By The Teachers, Management Clears The Doubts And Offer Detailed Information.	268	3.35	.982

-Most Actions On Jobs Are Applied Evenly On The Employees Concerned	268	3.36	.763
- Usually, Teachers Are Permitted To Raise Queries Regardingchoices Made By The Organisation.	268	2.54	.925
C. Interactional Justice			
-Decision-Making, The Management Shows Compassion	268	3.08	.851
- The Administration Of The Institution Addresses With Courtesy During Decision-Making	268	3.39	.852
- The Board Cares When Making Important Decisions About Private Needs	268	2.96	.959
- Management Is Dealing With In A Straightforward Manner When Taking Decisions	268	3.27	.897
- The Management Shows Concern For Me Regarding My Rights	268	3.34	.754
- The Management Talks About The Implication Of The Decisions Relating To My Job	268	3.38	.738
- My Management Provides Adequate Justification For Decisions Made.	268	3.47	.880
Organization Gives Justifications That Can Be Made Clearly, When Decisions Are Made About Career	268	3.37	.823
- Management Clarifies Undoubtedly Any Decisions Made Regarding My Job	268	3.16	1.028
D. Spatial Justice			
-There Is Still No Discrimination In The Utilisation Of The Funding At Various Spots Across Various Branches	268	2.82	.893
- There Are Resources Available In The Work Place			
- The Computers, The Devices, The Copy Machines Are Positioned At The Decent Bit Of Distance From Place Of Work	268	2.67	.981
-Infrastructure Like Canteen, Restrooms, Etc. Are At A Considerable Distance From Place Of Work	268	3.21	.981
	268	3.57	.911
E. Temporal Justice			
- Regular Hours Of Daily Sleep Throughout The Week Is Not Affected	268	2.84	1.046
- I Have The Opportunity To Spend Time With Family	268	3.36	.967
- Private Life Has Not Been Hampered By Work Life	268	3.17	1.034
- The Ability To Focus On Career Advancement In The Scenario Of Work	268	3.60	.921
- Getting Enough Time To Do Domestic Duties After Work	268	3.29	.942
- After Performing All These, You Have Sufficient Time To Spare	268	2.78	1.006
-Have Time To Spend Socialising With Friends			
- There Is No Need To Do Late Sittings After The Normal Hours Of Work	268	3.29	.902
	268	3.04	.982
Organizational Justice Total Score	268	3.17	0.93

The Results From Table: 1 Shows That Under Distributive Justice Most Of The Respondents Feel That There Is Fairness In Distributing Job Responsibilities With Mean Score Of 3.54 Followed By Management Concern Toward Teachers While Taking Decisions With Mean Core Of 3.22 And Least Mean Score Is Obtained For Fairness Towards Compensation With Mean Score Of 2.88. Within Procedural Justice, Most Survey Participants Believe That All Work Actions Are Systematically Applied To All Affected Workers. The Perception Levels Towards Teachers Getting A Chance To Raise Queries Regarding Decisions Made By The Management Are Low With Mean Core Of 2.54. In Interactional Justice Most Of The Respondents Perceive That The Management Provides Sufficient Explanation Of Actions Taken Mostly On Work With A Weighted Mean Of 3.47 And Low Level Of Perception Was Shown For When Taking Decisions, The Management Cares About My Personal Need With A Mean Score Of 2.96. In Spatial Justice Most Of The Respondents Feel That There Is Fairness In Distance Between Resources And Work Place With A Mean Core Of 3.57 And Low Mean Score Of 2.67 Reveals That There Is Less Fairness Regarding Availability Of Resources In Work Places. Under Temporal Justice Most Of The Respondents Feel That They Are Able To Focus On Career Development In Spite Of Work With A Mean Score Of 3.50 And A Poor Average Score Of 2.76 Reveals That The Perception Levels Are Low Towards Getting After Performing All These Tasks, There Is Ample Time Left(Office Work, Housekeeping Work, Sleeping And Bathing). The Overall Mean Score Obtained Is 3.17 Shows That The Perception Levels Of Teachers Are Moderate Towards Organizational Justice, Which Is Commendable.

Table No 2: Descriptive Statistics Of Satisfaction Analysis.

Statements	N	Mean	Std. Deviation
Pleased With The Nature Of The Work	268	3.38	.700
Higher Authorities/Head Of The Departments	268	3.77	.772
Workmate	268	4.12	.706
Compensation	268	2.95	.995
Promotional Opportunities	268	3.06	1.137
Ultimately, Delighted With Current Job,	268	2.67	.981
The Appreciation I Get For The Job I'm Doing	268	3.15	.873
Job Satisfaction Total Score	268	3.30	0.88

The Result From Table 2 Reflects The Fulfilment Of Most Of The Participants With Their Workmate With Highest Mean Score Of 4.12 Followed By Satisfaction Towards Higher Authorities With A Mean Score Of 3.77. The Overall Satisfaction Towards The Present Job Is Low With A Mean Score Of 2.67. The Overall Mean Score Obtained Is 3.30 Shows That The Perception Levels Of Teachers Are Moderate Towards Job Satisfaction.

Correlation Analysis

Table No 3: The Analysis Of Correlation Of The Variables

	Dj	Pj	Ij	Sj	Tj	Job Satisfaction
Dj Pearson Correlation	1	.264**	.512**	.315**	-.0006	.513**
Sig. (2-Tailed)		.000	.000	.000	.917	.000
N	268	268	268	268	268	268

Pj Pearson Correlation	.264**	1	.806**	.329**	.175**	.436**
Sig. (2-Tailed)	.000	-	.000	.000	.004	.000
N	268	268	268	268	268	268
Ij Pearson Correlation	.512**	.806**	1	.383**	.192**	.659**
Sig. (2-Tailed)	.000	.000	-	.000	.002	.000
N	268	268	268	268	268	268
Sj Pearson Correlation	.315**	.329**	.383**	1	.124*	.266**
Sig. (2-Tailed)	.000	.000	.000	-	.042	.000
N	268	268	268	268	268	268
Tj Pearson Correlation	-.0006	.175**	.192**	.124*	1	.390**
Sig. (2-Tailed)	.917	.004	.002	.042	-	.000
N	268	268	268	268	268	268
Jobsatisfaction						
Pearson Correlation	.513**	.436**	.659**	.266**	.390**	1
Sig. (2-Tailed)	.000	.000	.000	.000	.000	-
N	268	268	268	268	268	268
**Correlation Is Significant At The 0.01 Level (2-Tailed).						
* Correlation Is Significant At The 0.05 Level (2-Tailed).						
Dj=Distributive Justice, Pj=Procedural Justice, Ij=Interactional Justice, Sj=Spatial Justice And Tj=Temporal Justice.						

The Above Table 3 Shows The Correlation Effect Between Variables In This Study. The Findings Indicate That Both Independent And Dependent Variables Have A Positive And Strong Correlation. Distributive, Procedural, Interactional, Spatial And Time Justice Are All Five Components That Are Positively Linked To Job Satisfaction, Whereas Temporal Justice Is Negatively Linked To Job Satisfaction. The Value Of Fairness In Distribution Is .513 Well Beyond Significance Level That Indicates A Strong Connection Between Distributivejusticeandjobsatisfaction. Procedural Justice Has A Value Of .436 Being Above The Critical Value That Suggests A Good Association Between Procedural Justices To Job Satisfaction. Likewise, Fairness In Interaction Value Is .659, Which Indicates That There Is A Powerful Correlation Among Interactional Fairness And Work Fulfilment. Spatial And Temporal Justices Have A Moderately Significant Correlation To Job Satisfaction With Values Of.266 And.390 Respectively.

Regression Analysis

Table No 3: Multiple Regression Tests.

Model Summary							
Model	R	R Square	Adjusted R Square	Std. Error Of The Estimate	Change Statistics		
					R Square Change	F Change	Sig. F Change
1	.759 ^a	.576	.568	.41500	.576	71.175	.000

^A Predictors: (Constant); Temporal Justice, Distributive Justice, Procedural Justice, Spatial Justice, Interactional Justice

Table No 4: Multiple Regression Coefficients.

Co-Efficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std.	Beta		

			Error			
1	(Constant)	.184	.223		.828	.409
	Distributive Justice	.216	.043	.251	5.007	.000
	Procedural Justice	.477	.071	.390	6.738	.000
	Interactional Justice	.657	.084	.631	7.808	.000
	Spatial Justice	.297	.066	.266	4.505	.000
	Temporal Justice	.339	.046	.306	7.393	.000
A Dependent Variable: Job Satisfaction						

Outcomes Of Regression Analysis Carried Out For The Statistical Analysis Of This Study Are Presented In Table 4. The Above Figures Identifies That All Facets Of Organizational Justice I.E., Distributive Justice, Procedural Justice, Interactional Justice, Spatial Justice And Temporal Justice Has Positive Impact On The Level Of Job Satisfaction Among The Teachers. Analysing The Results, It's Indeed Fairly Obvious That Five Independent Variables Substantially Anticipate Effect On The Dependent Variable, I.E. Work Satisfaction.

Conclusion

The Study Focuses On The Effect Of Organisational Justice On The Level Of Workforce Satisfaction Of Self-Financing Teachers Of Arts And Science Colleges In Thrissur. The Result Shows That The Fairness Of The Organisational Process And Framework Contributes To Greater Job Satisfaction. The Outcomes Have Shown That Correlation Of Organizational Justice And Job Satisfaction Is Positive. Findings Of This Research Study Proved That The Objectives Designed For This Study Were Accomplished And A Successful Test Of The Hypothesis Was Carried Out. In A Nutshell, It Has Been Proved That If There Is Equity In Employee Interaction And Fairness In Policies And Distribution Of Resources And Justice In Time And Space, It Will Lead To Greater Job Satisfaction For Employees. The Study Also Finds That The Understanding Of Equity In Distribution And Interactional Justice By Teachers Has A Greater Effect On Job Satisfaction Than Other Aspects Of Justice. The Strong Predictors Of Work Satisfaction Are Interactive Justice And Distributive Justice.

References

1. Aziri. B. (2011). Job Satisfaction: A Literature Review. *Management Research And Practice*. Vol 3 (4 (2011), 77-86.
2. Al-Zu'bi, H. A. (2010). A Study Of Relationship Between Organizational Justice And Job Satisfaction. *International Journal Of Business And Management*, 5(12), 102-109. Retrieved From [Http://Ccsenet.Org/Journal/Index.Php/Ijbm/Article/View/8495](http://Ccsenet.Org/Journal/Index.Php/Ijbm/Article/View/8495)
3. Colquitt, J. A. (2001). On The Dimensionality Of Organizational Justice: A Construct Validation Of A Measure. *Journal Of Applied Psychology*, 86, 386-400.
4. Adams, J.S. (1965). Inequity In Social Exchange. In L. Berkowitz :(Ed.), *Advances In Experimental Social Psychology* (Vol. 2, Pp. 267-299). New York: Academic Press.
5. Bernerth, J.B., Feild, H.S., Giles, W. F., Cole, M.S., (2006). Perceived Fairness In Employee Selection: The Role Of Applicant Personality, *Journal Of Business And Psychology*, 20(4), 545-563.
6. Leventhal, G.S. (1980). What Should Be Done With Equity Theory? New Approaches To The Study Of Fairness In Social Relationship. In K. Gergen, M. Greenberg, & R. Willis (Eds.), *Social Exchange: Advances In Theory And Research* (Pp. 27-55). New York: Plenum Press.
7. Cropanzano, R., Rupp, D. E., Mohler, C. J., & Schminke, M. (2001). Three Roads To Organizational Justice. In G. R. Ferris (Ed.), *Research In Personnel And Human Resources Management*. 20, 1-113. New York: Jai Press
8. Bies, R. J., & Moag, J. F. (1986). Interactional Justice: Communication Criteria Of Fairness. In R. J. Lewicki, B. H. Sheppard, & M. H. Bazerman (Eds.), *Research On Negotiations In Organizations* (Vol. 1, Pp. 43-55). Greenwich, Ct: Jai Press.
9. Fernandes, C. And Awamleh, R. (2006). Impact Of Organizational Justice In An Expatriate Work Environment, *Management Research News*, 29 (11), 701-712.

10. Kumar, K, Bakhshi, A & Rani, E, (Oct, 2009), Organizational Justice Perceptions As Predictor Of Job Satisfaction And Organizational Commitment, *The Iup Journal Of Management Research*, 8 (10), 24-37.
11. Saniausmani&Siraj Jamal, (2013). Impact Of Distributive Justice, Procedural Justice, Interactional Justice, Temporal Justice, Spatial Justice On Job Satisfaction Of Banking Employees, *Society Of Interdisciplinary Business Research, Rev. Integr. Bus. Econ. Res. Vol 2(1)*
12. Mcfarlin, D.B., & Sweeney, P. D. (1992). Distributive And Procedural Justice As Predictors Of Satisfaction With Personal And Organizational Outcomes. *The Academy Of Management Journal* , 35(3), 626-637.
13. P. Schappe (1998), The Influence Of Job Satisfaction, Organizational Commitment, And Fairness Perceptions On Organizational Citizenship Behavior. *The Journal Of Psychology*, 132 (3), 277-290
14. Martin, C. L., & Bennett N. (1996). The Role Of Justice Judgments In Explaining The Relationship Between Job Satisfaction And Organizational Commitment. *Group & Organization Management*, 21(1), 84-104.
15. Hassan A, Hashim J (2011) Role Of Organizational Justice In Determining Work Outcomes Of National And Expatriate Academic Staff In Malaysia. *International Journal Of Commerce And Management* 21: 82-93.