Perceived Justice and Goal Orientation: The Moderating Effect of Family Support with Reference of Artisans in M.P Region.

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Abstract: Artisans may be called as skilful manual laborers who plan and assemble things with their hands; according to the requirements of the nearby individuals. Organizational Justice focused upon perceptions of fairness in organizations, by categorizing workforces' views and feelings about their treatment and that of others within an organization. Justice or fairness refers to the idea that an action or decision is morally right, which may be defined according to ethics, religion, fairness, justice, or law. The main objective of the study is to measure the level of perceived justice among the artisans in Madhya Pradesh region and to examine impact of justice on goal orientation with considering the moderating effect of family support. The target population for this research is collected from artisans of Madhya Pradesh state who literally made the various items and sold them in the market directly or through agent. Convience sampling method is used to collect data and sample size is 200. Reliability test is applied to find out the reliability of data and moderation regression is applied to test the hypothesis. The finding of the study shows that justice significantly affects goal orientation, which is moderated by family support.

Keywords: Artisans, Perceived Justice, Goal orientation, Moderation, Family support.

1. Introduction

Artisan generally works in customary and unorganized division in which they are ineffective against misuse and low wages. Handicrafts in

Madhya Pradesh portray painstaking craftsmanship and hereditary skills of the inhabitants as well as add a unique charm to the state's culture. The term 'organization justice' refers to the degree to which work forces perceive working environment procedures, interactions and results to be fair in nature. These perceptions can impact attitude and behaviour for good or sick, thus having a positive or negative effect on workforce performance and the organization's achievement. The purpose of organizational justice is to develop traditional models of work conduct that have a tendency to conceptualize the main components, including job demands, job control, social support, etc. for individual well-being and profitability. Work analysts have highlighted three particular, however covering, and types of organizational justice, distributive, procedural, and interactional.

Distributive Justice

This kind of justice that indicates the results being distributed corresponding to contributions – the so-called equity principle (Adams, 1965). Results in a work setting may take the type of wages, social approval, manager stability, promotion and career opportunities. Lawler suggested that these outcomes, such as pay, promotion, status, performance evaluations, and job tenure would have great influences on job satisfaction, quality of work life, and organizational effectiveness (Alexander and Ruderman, 1987).

Procedural Justice

Procedural justice related to the decency of results is the procedure prompting a specific result. As simply noted, procedural justice can exceed distributive justice, that individuals may be willing to acknowledge an undesirable result in the event those which are accepted as the decision procedure.

Interactional justice

In a few regards, interactional justice decreases under the umbrella term of procedural justice, however, is sufficiently noteworthy to be considered in its own privilege. It alludes to the worth of the relational behavior expected by persons working in an organization, especially as a feature of formal decision making techniques (Bies and Moag, 1986).

2. Review of Literature

Xiapau Pan, Mengyan Chen (2018) in his study on organizational justice and positive organizational bahaviour. In this research current set of two studies examined the effects of organizational justice (OJ) on POB of employees with two different studies, a large-sample survey and a situational experiment. In study 1, a total of 2,566 employees from 45 manufacturing enterprises completed paper-and-pencil questionnaires assessing organizational justice (OJ) and positive organizational behavior (POB) of employees. In study 2, 747 employees were randomly sampled to participate in the situational experiment with 2×2 between-subjects design. They were asked to read one of the four situational stories and to image that this situation happen to the person in the story or them, and then they were asked to imagine how the person in the story or they would have felt and what the person or they subsequently would have done. The results of study 1 suggested that OJ was correlated with POB of employees and OJ is a positive predictor of POB. The results of study 2 suggested that OJ had significant effects on POB and negative organizational behavior (NOB). Procedural justice accounted for significantly more variance than distributive justice in POB of employees. Distributive justice and procedural justice have different influences on POB and NOB in terms of effectiveness and direction

Mohamed & Ann, (2014) studied of an employee's workplace was keep going like on different areas (gender differences, organizational, commitment, and justice). Metle, (1997) also pointed that the relationship between personal characteristics (e.g., gender) and work attitude might differ among employees in different countries with different cultures. This paper concluded that job satisfaction, organizational justice had direct impact on job satisfaction and there were no effects of organizational justice and personal characteristics of organizational commitment.

Farahbod, Azadehdel, & Jirdehi, (2013) in this empirical study researcher specified that organizational justice refers to fairness and ethical behaviour within an organization and justice acts as a factor to increase trust in the organisation and makes employees more motivated to work together. The conclusion came was that justice acts as a factor to increase trust in the organization in and in overall trust at the individual level can lead to performance, strengthening citizen action, willingness to share information, commitment and welfare in the workplace and in general can lead to innovate, collaborate, exchange ideas and knowledge. On the one hand increasing perceived organizational support will increases the performance of employees and desire to stay in an organization.

Mirmohhamdi and Marfeet (2O13) conducted the study on the Effect of Perceived Justice and Organizational Silence on Organizational Commitment The ultimate aim of this study is to examine the mediating role of organizational silence in relation with organizational justice and organizational commitment. Methodology in this research is descriptive evaluative. A total of 200 questionnaires were used for data analysis and SEM analysis was used to analyze the data. The results indicated that silence of employees does not play the role of mediator in relationship with organizational justice and organizational commitment. Also the results indicated that organizational justice respectively had a significant negative and positive impact on organizational silence and organizational commitment.

Objectives of the study

1. To measure the level of perceived justice among the artisans in Madhya Pradesh region.
2. To identify whether family support moderates justice, goal orientation relationship.

Hypotheses

H_1: Procedural justice significantly affects goal orientation, which is moderated by family support.

H_2: Interactional justice significantly affects goal orientation, which is moderated by family support.

H_3: Distributive justice significantly affects goal orientation, which is moderated by family support.

Research Methodology

Population of study

The target population for this research is collected from Madhya Pradesh state. The survey only focused on the artisans who literally made the various items and sold them in the market directly or through agent.

Sampling technique

Convience sampling method is used to collect data from respondents and primary data is used for the study.

Sample Size and Response Rate

The required sample size in this study is 200. The totally 250 questionnaires were printed and distributed to the artisans directly, with assumption that respondents may fill the questionnaire casually which will result in error. As expected 200 questionnaires were filled correctly, which were found useable and surveys are valid and being collected, which is 85% response rate over the whole survey.

Questionnaire Development

This study required self-administered questionnaire as many variables needed to be explored. Questionnaire was consisted of 5 demographic questions, 24 questions measured justice, 12 questions measured goal orientation and 9 questions measured family support.

Tools for Data Analysis

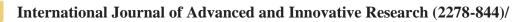1. Validity and Reliability   2. Moderation Regression Analysis

Data Analysis

Reliability Measurement for All Variables

Cronbach's Alpha test had been applied to calculate reliability of all items of Justice, Commitment and performance.

Table No. 1.1. Reliability Measurement for All Variables

S	Variable Name	Cronbach's Alpha	No of Items	Status
1	**Organizational Justice**	**.825**	**24**	Highly Reliable
2	**Goal orientation**	**.843**	**13**	Highly Reliable

3	family support	.811	9	Highly Reliable

It is considered that the reliability value more than 0.7 is good and it can be seen that in almost all the reliability values is quite higher than the standard value.

Table 1.3. Frequency Analysis of Demographic Variable

AGE	18 Years-35 Years	70	35
	36 Years-55 Years	80	40
	Above 55 Year	50	25
MARITAL STATUS	Married	116	58
	Unmarried	84	42
QUALIFICATION	Literate	110	55
	Illiterate	95	45
Income	0-25000	120	60
	25000-50000	80	40

The majority of 36 years – 55 years of respondents were 40% (80 Total Frequency) and 18 years – 35 years of respondents were 35.% (70 total frequencies). The Marital Status divided into two major groups i.e. Married and Unmarried. The majority of married respondents were 58.% (116 Total Frequency) and Unmarried respondents were 42.% (84 total frequencies). The Qualification divided into two major groups i.e. Literate and Illiterate. The majority of Literate respondents were 55% (110 Total Frequency) and Illiterate respondents were 45% (95 total frequencies). The Monthly Income divided into two major groups i.e. 0-25000 per month and 25001 & above. Majority are having income 0-25000 per month.

Regression Analysis

A moderator analysis is used to determine whether the relationship between two variables depends on (is moderated by) the value of a third variable. This relationship is commonly between: (a) a continuous dependent variable and continuous independent variable, which is modified by a dichotomous moderator variable; (b) a continuous dependent variable and continuous independent variable, which is modified by a polytomous moderator variable; or (c) a continuous dependent variable and continuous independent variable, which is modified by a continuous moderator variable.

H_1: Procedural justice significantly affects goal orientation, which is moderated by family support.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.517[a]	.267	.265	5.69476	.267	145.070	2	817	.000
2	.612[a]	.375	.373	5.22606	.108	89.608	1	816	.000

a. Predictors: (Constant), family support, procedural justice

b. Predictors: (Constant), family support, procedural justice, interactional family

c. Dependent Variable: goal orientation

Above table is moderation table and shows R value .517 between procedural justice and goal orientation, and r square is .267 p value is .000.Which is significant but this analysis is without interaction term. This is step one table of moderation.

The first column highlighted, "R Square Change", shows the increase in variation explained by the addition of the interaction term (i.e., the change in R^2). You can see that the change in R^2 is reported as .108, which is a proportion. More usually, this measure is reported as a percentage so we can say that the change in R^2 is 10.8% (i.e., .108 x 100 = 10.8%), which is the percentage increase in the variation explained by the addition of the interaction term. We can also see that this increase is statistically significant ($p < .0005$), a result we obtain from the "Sig. F Change" column (remembering that, in SPSS Statistics, a statistical significance value of .000 does not mean zero, but $p < .0005$). We can conclude that family support moderate the relationship between procedural justice and goal orientation.

H$_2$: Interactional justice significantly affects goal orientation, which is moderated by family support.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.621[a]	.385	.383	3.01028	.385	185.352	2	817	.000	
2	.744[a]	.554	.549	6.46356	.169	30.755	1	816	.000	2.134

a. Predictors: (Constant), family support, interactional justice

b. Predictors: (Constant), family support, interactional justice, interactional family

c. Dependent Variable: goal orientation

Above table is moderation table and shows R value .621 between interactional justice and goal orientation, and r square is .385 p value is .000.Which is significant but this analysis is without interaction term. This is step one table of moderation.

The first column highlighted, "R Square Change", shows the increase in variation explained by the addition of the interaction term (i.e., the change in R^2). You can see that the change in R^2 is reported as .169, which is a proportion. More usually, this measure is reported as a percentage so we can say that the change in R^2 is 16.9% (i.e., .169 x 100 = 16.9%), which is the percentage increase in the variation explained by the addition of the interaction term. We can also see that this increase is statistically significant ($p < .0005$), a result we obtain from the "Sig. F Change" column (remembering that, in SPSS Statistics, a statistical significance value of .000 does not mean zero, but $p < .0005$). We can conclude that family support moderate the relationship between interactional justice and goal orientation.

H₃: Distributive justice significantly affects goal orientation, which is moderated by family support.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.594[a]	.352	.351	3.23481	.352	221.694	2	815	.000	
2	.621[a]	.385	.383	3.01028	.033	30.444	1	814	.000	1.969

a. Predictors: (Constant), family support, distributive justice

b. Predictors: (Constant), family support, distributive justice, distributive family

c. Dependent Variable: goal orientation

Above table is moderation table and shows R value .594 between distributive justice and goal orientation, and r square is .352 p value is .000.Which is significant but this analysis is without interaction term. This is step one table of moderation.

The first column highlighted, "R Square Change", shows the increase in variation explained by the addition of the interaction term (i.e., the change in R^2). You can see that the change in R^2 is reported as .033, which is a proportion. More usually, this measure is reported as a percentage so we can say

that the change in R^2 is 3.3% (i.e., .033 x 100 = 3.3%), which is the percentage increase in the variation explained by the addition of the interaction term. We can also see that this increase is statistically significant ($p < .0005$), a result we obtain from the "Sig. F Change" column (remembering that, in SPSS Statistics, a statistical significance value of .000 does not mean zero, but $p < .0005$). We can conclude that family support moderate the relationship between distributive justice and goal orientation.

Conclusion

The research conclusion showed the significance to include the administration of both fair strategies and fair results. These conclusions helped the administrators to understand how fair judgments could provide towards the successful administration of workforce through the implementation of policies and procedures, for example, prize and performance assessment strategies of workers. The outcomes have a different significant possible suggestion for the managers. The major findings of study show that the majority of artisans are illiterate and married. Hypothesis is verified through moderation regression which shows that the family support moderate the relationship between justice and goal orientation. Government should design there policy which is for welfare and development of artisans and industrial should focus on organizational justice to increase the performance of artisans.

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