International Journal of Management (IJM)
Volume 11, Issue 7, July 2020, pp. 510-530, Article ID: IJM_11_07_048
Available online at http://iaeme.com/Home/issue/IJM?Volume=11&Issue=7
ISSN Print: 0976-6502 and ISSN Online: 0976-6510
DOI: 10.34218/IJM.11.7.2020.048

INFLUENCE OF PERCEIVED FAIRNESS ON MOTIVATION OF WOMEN EMPLOYEES IN GARMENT MANUFACTURING ORGANIZATIONS

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ABSTRACT

Research on Perceived Fairness, in the past, has remained mainly focused upon the corporate world. Some research is done so far to know the influence of perceived Fairness on the Garment manufacturing organizations. The current study was an attempt to add knowledge about the significance of perceived Fairness in the garment world in general, and the employee community. This study has tried to understand the bearing that perceived Fairness has got on the motivation of the women employees in the Garment manufacturing organizations, Bangalore. Based on the concepts and conceptual framework, this study helped to know the influence of perceived Fairness and its three dimensions viz.; Procedural Justice, Distributive Justice and Interactional Justice on a sample size of n= 470 women employees from 10 different garments, characterized by 5 different demographic characteristics such as Age, Marital Status, Nature of Job, Highest Qualification, No of Years of Work Experience. The organizations were chosen based on Judgement sampling. The instrument used in the study was the Perceived Fairness Scale- Distributive Justice developed by Price and Mueller (1986), Procedural Justice Moorman, 1993, Interactional Justice, Colquitt, 2001, and Motivation at workplace developed by Pareek & Purohit 2009 containing closed ended responses on a Likert Scale. The study found that interactional Justice was the most favourable perceived Fairness among women employees. The study found that taking all the variables together could highlight that there is there any significant difference established between perceived fairness dimensions and motivation at workplace across age, total experience, marital status and educational qualification. Linear regression analysis was done to test the Perceived fairness dimensions significantly predicted Motivation at workplace and the results found there was no influence of perceived Fairness on motivation at workplace

towards women employees in the organisation. T-test, ANOVA and Karl Pearson's correlation found that there is a strongest relationship is between Motivation at Workplace and perceived Fairness in the organizations.

Key words: Perceived Fairness, Motivation at Workplace

Cite this Article: Shilpa R and Harold Andrew Patrick, Influence of Perceived Fairness on Motivation of Women Employees in Garment Manufacturing Organizations, *International Journal of Management,* 11(7), 2020, pp. 510-530. http://iaeme.com/Home/issue/IJM?Volume=11&Issue=7

1. INTRODUCTION

1.1. Overview of Garment Manufacturing Industry in India

In India garment industry has become relentlessly in the course of recent years, innovation has been steadily overhauled and there is subjective and quantitative improvement in garment industry in India. Industry adds India with budgetary preferences has been a huge factor to their rising GDP. Karnataka has the most elevated number of industrial facility workers in the Industry among every single Indian State. In Karnataka, the biggest centralization of garment manufacturing plants is in Bangalore Urban District employs almost 4 lakh workers in the formal sector. The proportion between industrial facility part workers and all specialists in the garment industry was 45 percent in Karnataka, which was higher than in some other Indian State. Women set up half of the total population. In contrast with the men, women joblessness level is higher both in educated and workload characterizations. Indeed, even where work is given it is for the most part in lesser paid occupations and agribusiness farms. "Multiple thirds of the worldwide work power in the garments business is presented by women and the business represents right around one-fifth of the all-out world female work power in manufacturing" (UNIDO referred to in Joekes, 1995:1). Female workers in both North and South face extended periods of time, low wages, perilous work environments, and inappropriate behaviour (Bains, 1998; Bell, 1997; Women Working Worldwide, 1997b).

1.2. Need for the Study

Man powers are viewed as the eminent resource to the organisation. They are considered as a foundation at working spot. A Garment Manufacturing organisation is said to be compelling when it can successfully keep up the nature of garments for its prosperity. Motivation applies a main impetus and put individuals at activity and work. It is the workers in the organisation that buckles down towards success and if their needs are not being recognized and fulfilled, can prompt a ruin of the organisation. The business is as of now the most female-escalated in a significant part district, Sri Lanka found 71 percent of women workforce, in India it is of 35 percent and Bangladesh it is of 34 percent and is probably going to increment. As per CMIE (Center for Monitoring Indian Economy), Female workers are said to have progressively positive and expert demeanour when contrasted with men. The business gives work to around 15 million individuals, of which just about 90 percent is women. Scarcely 15-20 percent of the units fall in the sorted out segment.

2. RESEARCH FRAMEWORK TO BE TESTED

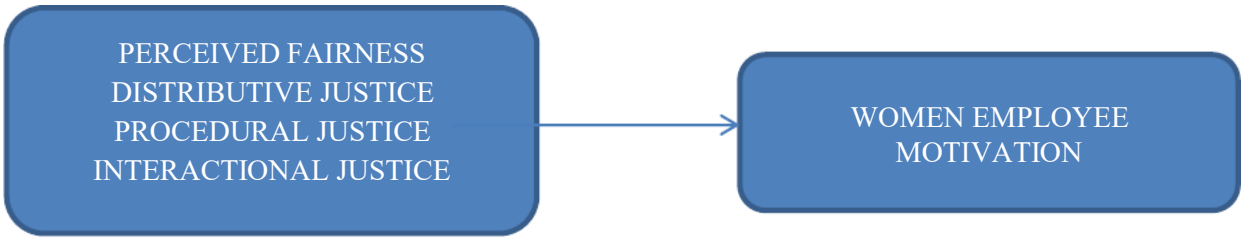

Figure 1 Researchers Proposed conceptual Model of Perceived fairness and its influence on Employee Motivation

2.1. Research Questions

Does Perceived fairness affect motivation at workplace among Women employees in Garment Manufacturing Organizations?

2.2. Operational Definitions

Perceived Fairness (PF) refers to any component of nature seen by people or collectives as fair as indicated by past standards or norms. According to the three-factor model that clarifies fairness's structure, there are three segments in particularly with the dimensions of Fairness (Colquitt, 2001).

Distributive Justice: A representatives' view of reasonableness in choice results and asset allotment (Saks, 2006).

- **Procedural Justice**: The methods and processes used to determine the amount and distribution of resources (Saks, 2006).
- **Interactional Justice:** Portrayed the idea of social treatment got during the foundation of legitimate procedures (Bies and Moag, 1986).

Motivation at Workplace (MW) alludes to Psychological powers that choose the direction of a person's lead in an association, a person's level of effort and a person's level of consistency" (G. Jones and J. George, eighth Ed).

Garments Manufacturing Organisations (GMO) is the method for assembling process that converts the fabric into *garment.* **Manufacturing** is a producer who all phases of a garments production. **Organisations** are a sorted out gathering of individuals with a specific reason.

3. REVIEW OF LITERATURE

3.1. Literature Review on Perceived Fairness

Rachel and Priya (2018) in this examination assumed that woman are expecting a critical activity in increasing income after effect of the country through their pay. The examination has endeavoured to find out how the women are utilizing their privileges in the garment industry. The motivation to uplift the business is that the women participation in the industry is 70,000 especially in Tirupur. The investigation has grasped to study about the women privileges in garment industry. Torkelsen (2017) the examination is on Textile and Garment Industry in India, Challenges of acknowledging human rights and the effect of the Ruggie Framework. The examination study limits on numerous clothing Industry (T&G) labourers confronting human rights maltreatment all the time, particularly women's since they make up a larger part of the labourers. Burke, Koyuncu and Fiksenbaum (2010) Analysed the relationship of the perceived fairness of hierarchical practices intended to help ladies

professional success and their work attitudes and fulfilment and their mental prosperity. Sieh (1987) on Garment Workers: perceptions of inequity and employee theft. This paper is concerned about the subject of what garment workers labourers did when they felt they were dealt with inequitably or unfairly at work. The study was made by directing 16 semi-organized meetings with resigned garment workers laborers and utilizing a subjective examination. Adams., (1965). Leventhal., (1980). Bies & Moag., (1986). Perceived fairness is conceptualized as a blend of different components. There are three fundamental element of Perceived fairness are: Distributive equity, Procedural equity, and Interactional equity. Interactional equity further incorporates Interpersonal and Informational equity.

3.2. Literature Review on Employee Motivation

Nabi et al. (2017) the examination is a self-directed research about how powerful instruments influence the execution of a representative for advancement. The examination is in the manner focused on demotivates elements affecting specialist execution adversely. The results got demonstrate that if women's are strongly motivated, it improves both their sufficiency and profitability certainly to achieve hierarchical objectives. Saleh (2016) the examinations demonstrate that motivation does not have impact on worker performance, however rather work satisfaction had impact on worker performance. Shahzadi et. al. (2014) the after effect of this investigation demonstrates that the variable intrinsic reward has a critical positive association with worker motivation. The outcomes recommend that intrinsic reward is considerably more than the worker performance, yet there is negative connection between perceived viability and worker motivation. Jasmi (2012) states that money related perspectives influence the performance of the workers. The majority of the laborers felt satisfied and motivated when they get additional responsibilities and duties. Michael & Crispen (2009) examined that having a motivated workforce gives the upper hand to the organisation that looks for better worker performance and enables the organisation to accomplish higher profitability. The connection between individual attributes and inspiration has been considered and examined as an intellectual persuasive hypothesis (Sara et.al. 2004).

3.3. Literature Review Relating to Perceived Fairness and Employee Motivation

Sutanto., Sampson., Mulyono (2018) the study is concerned with Perceived fairness work Environment and Motivation. Work motivation of all organizations and many variables are considered for the study. The research paper to study the influence of perceived fairness and work environment on motivation at work. The researcher adopted census method to collect the data and considered all the population as respondents. The examination results show that Perceived Fairness and workplace impact the inspiration at work spot of representatives independently and all things considered. Javaid and Luqman (2016) considered on Effect of Perceived Fairness on Job Satisfaction. This assessment investigates the workers' impression of reasonableness in the presentation evaluation framework and its effect on occupation fulfillment of an employee. The outcome investigated that distributive, procedural and interactional reasonableness in the evaluation framework is the three critical factors that improve the activity fulfillment of a representative in the study area of Pakistan. Armin Falk (2014) studied on Fairness and motivation. This paper has investigated about the evidence on fairness and motivation. As an outcome, motivation ought to not only depend on outward motivating forces and cash. Critically, the psychology research of motivating forces recommends that unequivocal exhibition impetuses may really blowback; inferring that approach guidance assembled uniquely on simplistic financial suppositions might be seriously counterproductive. Morrell (2011) studied on employee Perceptions and the Motivation of Nonmonetary Incentives. This examination investigates on Non-fiscal motivating force

activities have been grabbing notice starting late because of the current money related downturn and the nonappearance of cash related resources imperative to help standard monetary helper programs. Kuvaas (2003) the study evaluates the relationship between the inclinations and impression of workers with respect to a continuous offer proprietorship plan from one perspective, and the workers' emotional hierarchical responsibility on the other. Bartol, Durham, & Poon (2001) study inquired about the impact of rating division on motivation and view of fairness.

4. RESEARCH GAP

From the literature review, it is visible that broad research was done in past on Perceived Fairness, motivation at workplace and the demographics of respondents at Garment Manufacturing Organizations.

4.1. Perceived Fairness

With regard to the research on Perceived fairness, there have been studies in the past as it is a universal element. Many individuals in the society are considering fairness has an epidemic problem. In any specific circumstance, individuals see the justice of a specific circumstance or occasion (Cropanzano, Rupp, Mohler, and Schminke, 2001). Shapiro et.al. (1974), examined job satisfaction as estimated by the Job Description Index (JDI), of seventy-five representatives in a steel manufacturing organizations. The outcomes demonstrated that Taylor's idea of Money as a prime inspiration of human endeavours was as avoidable theory. It was concluded that representatives were not profoundly energetic by social, confidence, self-completion (or) work related needs.

4.2. Motivation at Workplace

With regard to the research on Motivation at Workplace, there have been studies in the past among workers (Nabi et al. 2017; Saleh 2016; Aguinis et. al. 2013; Michael & Crispen 2009). Majority of the examinations on women in Garment Manufacturing organizations are canvassed in Srilanka and Bangladesh. None of the above studies have looked into perceived fairness as a factor responsible for influencing Motivation at workplace. Thus it was confined that there is an extension for further investigation in India. The current study is an attempt to remove the gap by conducting an examination among workers at work place. Since the women population is more in the GMI the examination was chosen to constrain to women workers.

5. RESEARCH DESIGN

5.1. Research Motivation

When Researcher visited the garment manufacturing organizations it was found that there are more female workers and got Inspiration after interacting with some of the Women employees working in Garment factory. Through this interaction the researcher could understand their issues, less salary, unequal pay for similar work situations and the problems faced by female in the industry. Hence the investigator decided to do research in the garments also found perceived fairness as stimulating and useful to the women working fraternity in Garments manufacturing Organisation. As a researcher my personal experience with these people in the garments has made this research emotionally charged and relevant.

5.2. Statement of the Problem

Women are the foundation of .an organisation. Understanding the elements that influence their conduct at working environment was the premise of the examination. Women accept a

fundamental activity in monetary improvement of the country and their dedication is downright their male partners. Anyway there are as yet a few issues and issues that ladies face today. Now and again, they are not treated comparatively in their workplace and are considered as unacceptable contrasted with their male partners. At times they don't get indistinguishable advantages from that of a male representative. The significant issues women face in their work spots joins conflicting compensation, security, wrong conduct, nonattendance of genuine family support, deficient maternity leave. Reasonable treatment and inspiration at working environment is something that laborers expect in an organization. At the point when these desires are not given to the correct measure the outcomes are lethal and impacts on decrease in their presentation, commitment and builds turnover aims. From the above review of literature researcher could confine that however the examination was made ordinarily in the investigation territory, still there is a scope for the examination as the investigation was not done in chosen subject in the Bangalore region.

5.3. Objectives of the Study

- To find out the level of Perceived fairness dimensions and Motivation at workplace.
- To examine the relationship among Perceived fairness dimensions and Motivation at workplace.
- To identify the Perceived fairness dimensions that influences Motivation at workplace.
- To examine the differences in Perceived Fairness dimensions and Motivation at workplace across demographics

5.4. Variables for the Study

Predictor variable

Perceived Fairness (Distributive, Procedural, and Interactional Justice)

Criterion variable

Motivation at workplace

Demographic/ Background variable

Age, Marital status, Qualification, Years of experience,

Nature of Job: Permanent, Contractual, Temporary

5.5. Scope of the Study

The exploration at Garment Manufacturing Organisations, Bangalore district and has concentrated in the field of influence of perceived fairness on Motivation towards Women employees their development and satisfaction level in the selected garments. The study covers lower level Women employees in Garment Manufacturing Organisations in Bangalore area on a permanent, temporary and contractual basis.

5.6. Research Methodology

A descriptive research design has applied with quantitative techniques for the research. This is an analytical study based on both primary data. The review of literature refers to the session and chapter’s analysis of the past research studies.

5.7. Sample Size

This research study is confined to the Garment manufacturing organisations in Bangalore - Karnataka; the sample size for the study is 470 Women employees.

Table 1 Indicating present status of Women employees in Garment Factory 2009-2016

Year	Females	Percentage of total
2009-10	11,65,042	87%
2010-11	12,57,808	88%
2011-12	13,50,000	89%
2012-13	13,65,000	90%
2013-14	14,48,100	91%
2014-15	1450000	93%
2015-16	14,60,000	94%

Source: *CMIE Report 2014-16[1]*

The statistical measurement used to determine the sample size (Bartlett et.al., 2001), with Alpha= 0.05, margin of error=0.03 and t=1.9 in a continuous data, the sample size should be 383.

5.8. Sampling Technique

The questionnaires were administered based on Judgmental sampling to choose the women employees who are on the permanent, temporary and contractual on job. The survey includes only those organizations that have given permission to collect information in the survey. 500 respondents were administered across the 10 organizations in Bangalore. Out of which 470 questionnaires which were fully completed or answered by the respondents were used for compilation.

The researcher had drawn the sample after considering the total population in Bangalore. There are approximately 100 Garments manufacturing organizations in Bangalore city. [2]

Unfortunately there is no accurate information accessible on total number of woman representatives in the GMI. Thus the researcher has done the investigation to decide the sample by drawing information from few clothing organizations.

6. DATA COLLECTION PROCESS

The data collection examination is involved two sections: the initial segment fills in as presentation for study and guidance for the finish of the questionnaire. The subsequent part surveys the fundamental factors for the examination. The beneath section clarify the second piece of the instrument.

Second Part

The second part of the instrument measure influence of perceived fairness motivation. The respondents of the study are not knowledge worker and hence needed help in perception and comprehension of the survey. The things are asked in congruity with no interruption, since all things are asked on same 5 point rating scale (Likert Scale) to quantify factors of intrigue.

6.1. Tools Used for Data Collection

Standardised, valid and reliable structured questionnaires were adopted to collect primary data. The Survey for Perceived Fairness consists of 26 things estimated in Likert scale.

Measurement of Distributive Justice: Perceptions of distributive justice were estimated utilizing 11 things with the distributive justice index, created by Price and Mueller (1986). The scale estimates how much rewards gotten by workers are seen to be identified with execution inputs. Every item requests how many the respondents accepts that the individual in question is reasonably remunerated based on some examination with obligations, instruction and preparing and execution.

Measurement of Procedural Justice: Perceptions of procedural justice were estimated utilizing 06 things created by Niehoff and Moorman (1993).

Measurement of Interactional Justice: Interpersonal justice was measured using 09 items developed by Colquitt (2001).

The Survey of Motivation consists of 14 items. The Motivation was also adapted from (Pareek & Purohit 2009). From a likert scale of 5 point was adopted (strongly disagree to strongly agree, 1 to 5) for perceived fairness and (rarely motivates to always motivates, 1 to 5) for motivation. The statements were positively and negatively worded to control agreement response bias.

Factors: Perceived Fairness: Items referring to evaluate judgements are described about the women employees involve: Procedural justice (Items 1 to 6), Interactional Justice (Items 7 to 15), Distributive justice (Items 16 to 26).

Motivation: Items from 27 to 40 describes about motivation at work place.

6.2. Reliability Analysis

Table 2 Reliability Test- Cronbach's Alpha

VARIABLE	NO OF ITEMS	CRONBACH'S ALPHA
Procedural justice	6	.526
Interactional Justice	9	.882
Distributive justice	11	.888
Motivation at Workplace	14	.854

Cronbach's alpha values are depicted in Table 3.4 The reliability of Interactional Justice, Distributive justice and Motivation at Workplace > .85 indicating an excellent internal consistency. Procedural justice reliability >.50 indicating moderate consistency, this determined acceptable reliability.

6.3. Pilot Test Report for the Variables

Pilot test was done with the sample size of 230 and the reliability test was done.

Table 3 Reliability Test- Cronbach's Alpha for Pilot Test

RELIABILITY STATISTICS		
FACTOR	**CRONBACH'S ALPHA**	**NO OF ITEMS**
Motivation at work place	.786	14
Procedural Justice	.708	6
Distributive Justice	.765	11
Interactional Justice	.731	9

The Cronbach's Alpha is greater than 0.70 in all the variable dimensions. Hence reliability test was proved and values were taken into consideration. The pilot test was done with a sample size of 230 to know the reliability factor.

6.4. Sources of Data

Primary data method is used in the research:

Primary Data Collection

The data which includes the first hand raw facts which is being collected during the course of training through direct observation, surveys, interviews and discussion with HR department, and women employees in Garment Manufacturing Organisations. Primary data is expensive and difficult to acquire, but it's trustworthy.

Questionnaire Design

Questionnaires with 3 sections are developed to examine the personal profiles of women employees, fairness practices and motivation in the Garment Manufacturing Organisation. The pilot test was done with a sample size of 230 to know the reliability factor. Questionnaires are in Bilingual. The questionnaires are personally distributed and explained in the study area by the researcher by using placards. All the cards are written with the scales and ratings used for the study. Respondents are explained about the cards and asked to pick 1 out of 5 cards and ratings are entered in the questionnaires. Researcher translated and explained all the questions in regional languages to the workers who don't know to read and write. Responses collected are taken in to consideration for further studies.

6.5. Statistical Techniques Used in the Study

Data analysis shall be done by using SPSS 24.0 version. Statistical tools like Analysis of Variance, Average, t-test, correlation test and regression test. The default alpha value is 0.05 verified by researcher before and this critical value appears in the output table.

Reliability test

The reliability test was used for the variables and its items to access the internal consistency. 0.70 coefficient alpha for the overall scale was observed.

Descriptive statistics

Minimum, Maximum, Mean and Standard Deviation was used for variables under investigation to indicate the distribution of data.

Test to measure differences in the mean t-test were used.

Correlation to measure relationship between the variables under investigation.

Regression analysis used to find out the influence of the independent on the dependent factors and establish different types of relationship.

7. ANALYSIS AND INTERPRETATION OF DATA

The investigation of information, translation and implications of results and found in this area. Reason for its exploration is to discover the connection between perceived fairness and motivation of women representatives in Garment Manufacturing organizations. The Normality tests are displayed as Kolmogov-Smimov and Shapiro-Wilk tests. Clear measurements are introduced for the factors under scrutiny. Pearson's item minute connection building up the quality of connections is displayed. Mann Whitney and Kruskal-Wallis tests demonstrating contrasts crosswise over socio-economics of the factors under scrutiny is introduced. The impact of independent factors on dependant variable are estimated by utilizing direct relapse examination. The examination and understanding are exhibited in five areas.

7.1. SECTION 1: Respondent Profile

Table 4 Indicating the Respondent Profile

Demographic variable	Particulars	No of respondents	Percentage
Age	<25	90	19.14%
	26-30	160	34.04%
	31-40	144	30.63%
	41-50	67	14.25%
	>51	09	1.91%
Marital Status	Married	359	76.38%
	Single	110	23.40%
	Divorce	01	0.21%
Nature of the Job	Permanent	104	22.12%
	Contractual	126	26.80%
	Temporary	240	51.06%
Your Highest Education	No qualification	70	14.89%
	Less than 10^{th} std	256	54.46%
	PUC	118	25.10%
	Degree	26	5.53%
Total years of work experience	1-5 years	171	36.38%
	6-10 years	181	38.51%
	11-15 years	89	18.93%
	16-20 years	21	4.46%
	20 years and above	08	1.70%

In this study five demographics were considered, Table 4.01 shows the distribution of sample across the various categories. Every category has a sufficient representation of respondents. From the above table it demonstrates that, a majority of the respondents are under the age between 26 to 30 (34.04%) and least respondents are in the age group above 50 (1.91%). Majority of the respondents are married (76.38%) women employees in the study. Majority respondents are on temporary (51.06%) in job and less are in permanent job (22.12%). In the table the study shows that majority respondents (54.46%) are less than 10^{th} in qualification and less are degree in qualification (5.53%). Most of the respondents (38.51%) are having 6-10 years of total experience and less are in 20 years and above years of total experience (1.70%).

7.2. SECTION 2: Normality Test

The Kolmogov-Smimov and Shapiro-Wilk values were computed in the study based on Procedural Justice, Interactional Justice, Distributive Justice, Motivation at Workplace, Perceived Fairness. The values are tabulated in table 4.02

Table 5 Tests of Normality : Kolmogov - Smimov and Shapiro-Wilk

Particulars	Kolmogorov-Smirnov			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	Df	Sig.
Procedural Justice	.186	470	.000	.934	470	.000
Interactional Justice	.182	470	.000	.906	470	.000
Distributive Justice	.150	470	.000	.915	470	.000
Motivation at Workplace	.147	470	.000	.926	470	.000
Perceived Fairness	.123	470	.000	.932	470	.000

The table indicates that Procedural Justice, Interactional Justice, Distributive Justice, Motivation at Workplace deviates from normality as p value < 0.05 for both Kolmogov-Smimov and Shapiro-Wilk tests of normality. Hence Non-parametric test was used to check differences in mean ranks/medians.

7.3. SECTION-3: Descriptive Statistics

To find out the levels Perceived fairness among women employees in garments

Table 6 N, Minimum, Maximum, Mean, SD of Perceived Fairness dimensions

PARTICULARS	N	MINIMUM	MAXIMUM	MEAN	STD. DEVIATION
Interactional Justice	470	1.56	4.67	3.70	.77408
Distributive Justice	470	1.27	4.64	3.67	.76711
Procedural Justice	470	1.50	4.83	3.34	.55831

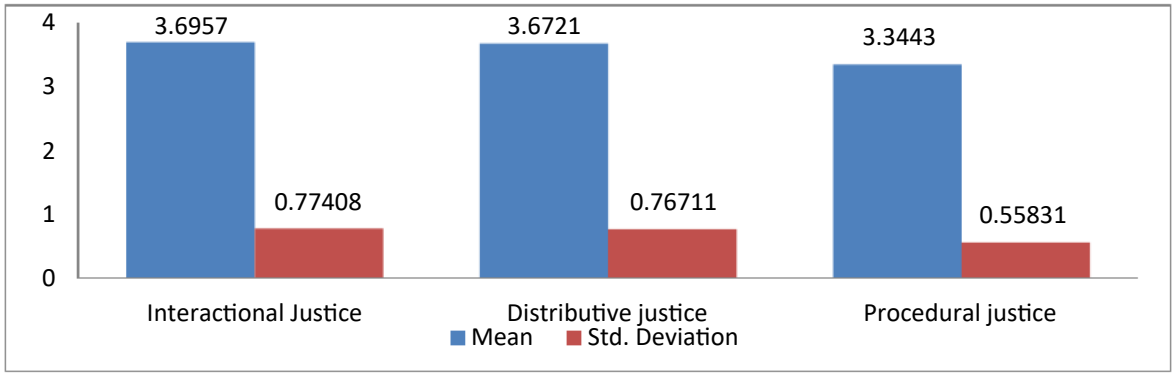

Figure 2 Bar graph shows the Mean of Perceived Fairness dimensions

From the above table and graph it is evident that Interactional Justice (3.70 and 0.77) is the most perceived fairness dimension and the least being Procedural justice (3.34 and 0.55) and graph indicating the Mean and Std. deviation values.

To find out the levels Perceived fairness and Motivation at workplace

Table 7 N, Minimum, Maximum, Mean, SD of Perceived Fairness and Motivation at workplace

PARTICULARS	N	MINIMUM	MAXIMUM	MEAN	STD. DEVIATION
Motivation at Workplace	470	1.00	4.79	3.6350	.70161
Perceived Fairness	470	1.53	4.61	3.5707	.62105

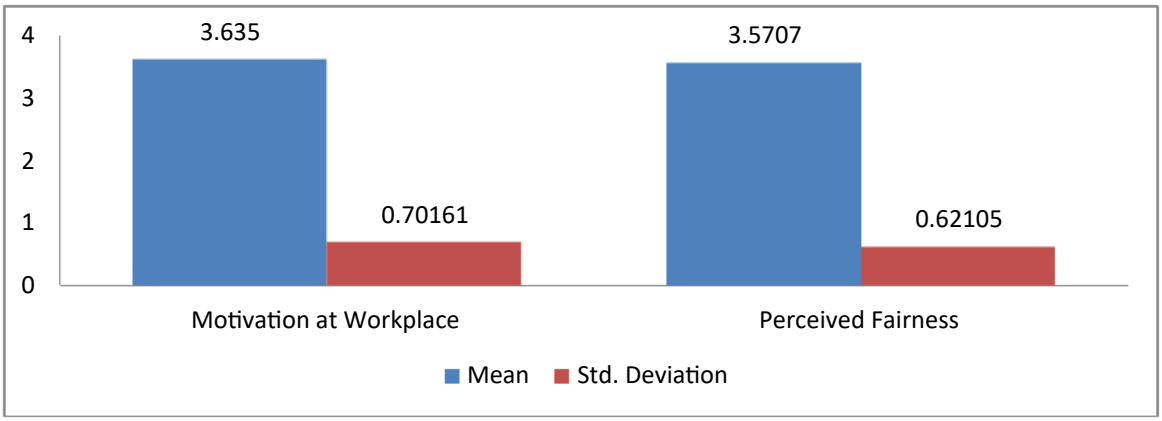

Figure 3 N, Minimum, Maximum, Mean, SD of Perceived Fairness and Motivation at workplace

From the above table and graph it is evident that motivation at work place (3.63 and 0.70) is the most and the perceived fairness dimension is the least (3.57 and 0.62) and graph indicating the Mean and Std. deviation values.

7.4. SECTION-4 Analysis Based on Pearson Correlation

To examine the relationship among Interactional Justice, Distributive justice, Procedural justice and Motivation at workplace

Hypothesis-1: Perceived fairness (Interactional Justice, Distributive Justice, Procedural Justice) and Motivation at workplace of women employees are not related with each other.

Table 8 Karl Pearson's correlation coefficients between Interactional Justice, Distributive Justice, Procedural Justice and Motivation at workplace

PARTICULARS	PROCEDURAL JUSTICE	INTERACTIONAL JUSTICE	DISTRIBUTIVE JUSTICE
Interactional Justice	.549**		
Distributive Justice	.527**	.881**	
Motivation at Workplace	.311**	.755**	.785**

**Correlation is significant at the 0.01 level (2-tailed).

A Pearson product-moment correlation coefficient is computed to assess the relationship between Interactional Justice, Distributive Justice, Procedural Justice and Motivation at workplace. There is positive moderate to high significant correlation between all the pairs of variables. The strongest relationship is between Motivation at Workplace and Distributive justice (.785) and the weakest significant relationship is between Motivation at Workplace and Procedural justice (.311). *The null hypothesis is rejected and it is concluded that Interactional Justice, Distributive Justice, Procedural Justice and Motivation at workplace have a significant relationship with each other.*

7.5. SECTION 5: Analysis Based on Regression Analysis

To identify the Perceived fairness dimensions that influences Motivation at workplace

Hypothesis 2: Perceived fairness (Procedural Justice, Interactional Justice and Distributive Justice) does not influence Motivation at workplace of women employees.

Table 9 Model summary of Perceived fairness dimensions-Motivation at workplace

MODEL	R	R SQUARE	ADJUSTED R SQUARE	STD. ERROR OF THE ESTIMATE
1	.811[a]	.657	.655	.41206

a. Predictors: (Constant), Distributive Justice, Procedural Justice, Interactional Justice
b. Dependent Variable: Motivation at Workplace

Table 10 ANOVA of Perceived fairness dimensions - Motivation at workplace

MODEL		SUM OF SQUARES	df	MEAN SQUARE	F	SIG.
1	Regression	151.744	3	50.581	297.895	.000[b]
	Residual	79.125	466	.170		
	Total	230.869	469			

a. Dependent Variable: Motivation at Workplace
b. Predictors: (Constant), Distributive Justice, Procedural Justice, Interactional Justice

Table 11 Regression Coefficients of Perceived Fairness Dimensions

MODEL		UNSTANDARDIZED COEFFICIENTS		STANDARDIZED COEFFICIENTS	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.306	.121		10.760	.000
	Procedural Justice	-.230	.041	-.183	-5.606	.000
	Interactional Justice	.320	.053	.353	6.026	.000
	Distributive Justice	.522	.053	.571	9.907	.000

a. Dependent Variable: Motivation at Workplace

Linear regression analysis is used to test if the Perceived fairness dimensions significantly predicted Motivation at workplace. The results of the regression indicated that Perceived fairness dimensions explained 65.7% of the variance (R^2=.657, F(3,466)= 297.89, p<.001). Table 4.07 $p < 0.001$ indicates that, overall, the model applied is significantly good enough in predicting the Motivation at workplace. It is found from Table 4.08 that Procedural justice (t (466) = 5.606, p<.00); Interactional justice (t (466) = 6.026, p<.00); Distributive justice (t (466) = 9.907, p<.00); significantly predicted Motivation at workplace. Regression Equation: Motivation at workplace = 1.306 - .230 (Procedural justice)+.320 (Interactional justice) + .522 (Distributive justice)

The null hypothesis is rejected and it is concluded that Perceived fairness dimensions does significantly influence Motivation at workplace.

7. 6. SECTION 6: Analysis Based on Tests for Significance of Mean Ranks/Medians Differences

To examine the differences in Procedural Justice, Interactional Justice, Distributive Justice and Motivation at Workplace across demographics

Hypothesis 3: The distribution of Perceived fairness (Procedural Justice, Interactional Justice, Distributive Justice) and Motivation at Workplace is the same across category of Marital status.

Hypothesis 3A: The distribution of Procedural Justice is the same across categories of Marital status.

Hypothesis 3B: The distribution of Interactional Justice is the same across categories of Marital status.

Hypothesis 3C: The distribution of Distributive Justice is the same across categories of Marital status.

Hypothesis 3D: The distribution of Motivation at Workplace is the same across categories of Marital status.

Table 12 Mann-Whitney U Test analysis for Procedural justice, Interactional Justice, Distributive justice and Motivation at Workplace across Marital status

PARTICULARS	MARITAL STATUS	N	MEAN RANK	SUM OF RANKS	MEDIAN	MANN-WHITNEY U	SIG. (2-TAILED)	EFFECT SIZE (r)
Procedural Justice	Married	360	232.96	83867.00	3.5000	18887.000	.458**	.034
	Single	110	243.80	26818.00	3.5000			
Interactional Justice	Married	360	240.46	86565.00	3.7778	18015.000	.149**	.066
	Single	110	219.27	24120.00	3.4444			
Distributive Justice	Married	360	238.53	85872.50	3.6364	18707.500	.378**	.040
	Single	110	225.57	24812.50	3.5000			
Motivation at Workplace	Married	360	241.57	86965.00	3.6429	17615.000	.079*	.081
	Single	110	215.64	23720.00	3.3929			

*** The mean difference is significant at the 0.01 level; * The mean difference is significant at the 0.05 level*

Mann-Whitney test indicated that Procedural Justice was same for both married (Mdn = 3.50) and single (Mdn = 3.50) women, U = 18887.00, p = .458, r = .034. ($r = Z / \sqrt{N}$).

The effect size is 0.034 which is a small effect according to Cohen's classification of effect sizes. The null Hypothesis 3A is supported and it is concluded that *the distribution of Procedural justice is the same across categories of Marital status.*

Mann-Whitney test indicated that Interactional Justice was greater for married (Mdn = 3.77)than single (Mdn = 3.44) women, U = 18015.00, p = .149, r = .066. The effect size is 0.066 which is a small effect according to Cohen's classification of effect sizes. The null Hypothesis 3B is supported and it is concluded that *the distribution of Interactional Justice is the same across categories of Marital status.*

Mann-Whitney test indicated that Distributive Justice was greater for married (Mdn = 3.63)than single (Mdn = 3.50) women, U = 18707.50, p = .378, r = .040. The effect size is 0.040 which is a small effect according to Cohen's classification of effect sizes. The null Hypothesis 3C is supported and it is concluded that *the distribution of Distributive Justice is the same across categories of Marital status.*

Mann-Whitney test indicated that Motivation at Workplace was greater for married (Mdn = 3.64)than single (Mdn = 3.39) women, U = 17615.00, p = .079, r = .081. The effect size is 0.081 which is a small effect according to Cohen's classification of effect sizes. The null Hypothesis 3D is supported and it is concluded that *the distribution of Motivation at Workplace is the same across categories of Marital status.*

Hypothesis 4: The distribution of Perceived fairness (Procedural Justice, Interactional Justice and Distributive Justice) and Motivation at Workplace is the same across category of Age.

Hypothesis 4A: The distribution of Procedural Justice is the same across categories of Age.

Hypothesis 4B: The distribution of Interactional Justice is the same across categories of Age.

Hypothesis 4C: The distribution of Distributive Justice is the same across categories of Age.

Hypothesis 4D: The distribution of Motivation at Workplace is the same across categories of Age.

Table 13 Kruskal-Wallis H Test analysis for Procedural justice, Interactional Justice, Distributive justice and Motivation at Workplace across Age

PARTICULARS	AGE	N	MEAN RANK	CHI-SQUARE	df	SIG.
Procedural Justice	< 25 yrs	90	228.51	5.446	3	.142**
	26-30 yrs	160	218.91			
	31-40 yrs	144	251.41			
	> 41	76	248.57			
Interactional Justice	< 25 yrs	90	245.11	8.122	3	.044*
	26-30 yrs	160	229.18			
	31-40 yrs	144	253.99			
	> 41	76	202.39			
Distributive Justice	< 25 yrs	90	245.37	7.326	3	.062*
	26-30 yrs	160	231.44			
	31-40 yrs	144	251.50			
	> 41	76	202.04			
Motivation at Workplace	< 25 yrs	90	248.14	2.187	3	.534**
	26-30 yrs	160	233.93			
	31-40 yrs	144	238.69			
	> 41	76	217.78			

*** The mean difference is significant at the 0.01 level; * The mean difference is significant at the 0.05 level*

A Kruskal-Wallis H test showed that there was no statistically significant difference in Procedural Justice score between the different age categories, $\chi^2(3) = 5.446$, p =.142. The null Hypothesis 4A is supported and it is concluded that *the distribution of Procedural justice is the same across categories of Age.*

A Kruskal-Wallis H test showed that there was a statistically significant difference in Interactional Justice between the different age categories, $\chi^2(3) = 8.122$, p =.044, with the difference in the mean rank of >41 years (202.39) and mean rank of 31-40 years(253.99) being significantly different.. The null Hypothesis 4B is rejected and it is concluded that *the distribution of Interactional justice is not the same across categories of Age.*

A Kruskal-Wallis H test showed that there was no statistically significant difference in Distributive Justice between the different age categories, $\chi^2(3) = 2.187$, p =.534. The null

Hypothesis 4C is supported and it is concluded that *the distribution of Distributive justice is the same across categories of Age.*

A Kruskal-Wallis H test showed that there was no statistically significant difference in Motivation at Workplace between the different age categories, $\chi^2(3) = 7.326$, $p = .062$. The null Hypothesis 4D is supported and it is concluded that *the distribution of Motivation at Workplace is the same across categories of Age.*

Hypothesis 5: The distribution of Perceived fairness (Procedural Justice, Interactional Justice, Distributive Justice) and Motivation at Workplace is the same across category of Job position.

Hypothesis 5A: The distribution of Procedural Justice is the same across categories of Job position.

Hypothesis 5B: The distribution of Interactional Justice is the same across categories of Job position.

Hypothesis 5C: The distribution of Distributive Justice is the same across categories of Job position.

Hypothesis 5D: The distribution of Motivation at Workplace is the same across categories of Job position.

Table 14 Kruskal-Wallis H Test analysis for Procedural justice, Interactional Justice, Distributive justice and Motivation at Workplace across the Nature of the Job

PARTICULARS	NATURE OF THE JOB	N	MEAN RANK	CHI-SQUARE	df	SIG.
Procedural Justice	Permanent	104	267.12	8.806	2	.012*
	Contractual	126	237.88			
	Temporary	240	220.55			
Interactional Justice	Permanent	104	192.08	30.062	2	.000*
	Contractual	126	208.78			
	Temporary	240	268.34			
Distributive Justice	Permanent	104	203.73	19.621	2	.000*
	Contractual	126	210.50			
	Temporary	240	262.39			
Motivation at Workplace	Permanent	104	211.46	26.155	2	.000*
	Contractual	126	196.58			
	Temporary	240	266.35			

*** The mean difference is significant at the 0.01 level; * The mean difference is significant at the 0.05 level*

A Kruskal-Wallis H test showed that there was a statistically significant difference in Procedural Justice between the different job position categories, $\chi^2(2) = 8.806$, $p = .012$, with the difference in the mean rank of Permanent (267.12) and mean rank of Temporary (220.55) being significantly different. The null Hypothesis 5A is rejected and it is concluded that *the distribution of Procedural justice is not the same across categories of Nature of Job.*

A Kruskal-Wallis H test showed that there was a statistically significant difference in Interactional Justice between the different job position categories, $\chi^2(2) = 30.062$, $p = .000$, with the difference in the mean rank of Permanent (192.08) and mean rank of Temporary (268.34); mean rank of Contractual (208.75) and mean rank of Temporary (268.34) being significantly different. The null Hypothesis 5B is rejected and it is concluded that *the distribution of Interactional justice is not the same across categories of Nature of Job.*

A Kruskal-Wallis H test showed that there was a statistically significant difference in Distributive Justice between the different job position categories, $\chi^2(2) = 19.621$, p =.000, with the difference in the mean rank of Permanent (203.73) and mean rank of Temporary (262.39); mean rank of Contractual (210.50) and mean rank of Temporary (262.39) being significantly different. The null Hypothesis 5C is rejected and it is concluded that *the distribution of Distributive justice is not the same across categories of Nature of Job.*

A Kruskal-Wallis H test showed that there was a statistically significant difference in Motivation at workplace between the different job position categories, $\chi^2(2) = 26.155$, p =.000, with the difference in the mean rank of Permanent (211.46) and mean rank of Temporary (266.35); mean rank of Contractual (196.58) and mean rank of Temporary (266.35) being significantly different. The null Hypothesis 5D is rejected and it is concluded that *the distribution of Motivation at workplace is not the same across categories of Nature of Job.*

Hypothesis 6: The distribution of Perceived fairness (Procedural Justice, Interactional Justice, Distributive Justice) and Motivation at Workplace is the same across category of Education.

Hypothesis 6A: The distribution of Procedural Justice is the same across categories of Education.

Hypothesis 6B: The distribution of Interactional Justice is the same across categories of Education.

Hypothesis 6C: The distribution of Distributive Justice is the same across categories of Education.

Hypothesis 6D: The distribution of Motivation at Workplace is the same across categories of Education.

Table 15 Kruskal-Wallis H Test analysis for Procedural Justice, Interactional Justice, Distributive Justice and Motivation at Workplace across Education

PARTICULARS	EDUCATION	N	MEAN RANK	CHI-SQUARE	df	SIG.
Procedural Justice	No qualification	70	240.12	4.562	2	.102**
	Less than 10th standard	256	224.07			
	PUC and above	144	253.58			
Interactional Justice	No qualification	70	205.81	4.877	2	.087**
	Less than 10th standard	256	245.42			
	PUC and above	144	232.30			
Distributive Justice	No qualification	70	194.63	7.561	2	.023*
	Less than 10th standard	256	243.26			
	PUC and above	144	241.57			
Motivation at Workplace	No qualification	70	210.95	6.091	2	.048*
	Less than 10th standard	256	249.14			
	PUC and above	144	223.18			

*** The mean difference is significant at the 0.01 level; * The mean difference is significant at the 0.05 level*

A Kruskal-Wallis H test showed that there was no statistically significant difference in Procedural Justice score between the different education categories, $\chi^2(2) = 4.562$, p =.102. The null Hypothesis 6A is supported and it is concluded that *the distribution of Procedural justice is the same across categories of Education.*

A Kruskal-Wallis H test showed that there was no statistically significant difference in Interactional Justice score between the different education categories, $\chi^2(2) = 4.877$, p =.087.

The null Hypothesis 6B is supported and it is concluded that *the distribution of Interactional justice is the same across categories of Education.*

A Kruskal-Wallis H test showed that there was a statistically significant difference in Distributive Justice between the different education categories, $\chi^2(2) = 7.561$, p =.023, with the difference in the mean rank of No qualification (194.63) and mean rank of Less than 10 standard (243.26) are significantly different. The null Hypothesis 6C is rejected and it is concluded that *the distribution of Distributive justice is not the same across categories of Education.*

A Kruskal-Wallis H test showed that there was a statistically significant difference in Motivation at Workplace between the different education categories, $\chi^2(2) = 6.091$, p =.048, with the difference in the mean rank of No qualification (210.95) and mean rank of Less than 10 standard (249.14) are significantly different. The null Hypothesis 6D is rejected and it is concluded that *the distribution of Motivation at Workplace is not the same across categories of Education.*

Hypothesis 7: The distribution of Perceived Fairness dimensions and Motivation at Workplace is the same across category of Experience.

Hypothesis 7A: The distribution of Procedural Justice is the same across categories of Experience.

Hypothesis 7B: The distribution of Interactional Justice is the same across categories of Experience.

Hypothesis 7C: The distribution of Distributive Justice is the same across categories of Experience.

Hypothesis 7D: The distribution of Motivation at Workplace is the same across categories of Experience.

Table 16 Kruskal-Wallis H Test analysis for Procedural Justice, Interactional Justice, Distributive Justice and Motivation at Workplace across Experience

PARTICULARS	EXPERIENCE	N	MEAN RANK	CHI-SQUARE	df	SIG.
Procedural Justice	1-5 years	171	209.65	10.890	3	.012**
	6-10 years	181	256.01			
	11-15 years	89	239.78			
	> 16 years	29	246.84			
Interactional Justice	1-5 years	171	203.23	29.633	3	.000**
	6-10 years	181	262.37			
	11-15 years	89	265.96			
	> 16 years	29	164.59			
Distributive Justice	1-5 years	171	205.04	27.037	3	.000**
	6-10 years	181	265.07			
	11-15 years	89	256.27			
	> 16 years	29	166.79			
Motivation at Workplace	1-5 years	171	216.55	17.347	3	.001**
	6-10 years	181	255.73			
	11-15 years	89	254.29			
	> 16 years	29	163.31			

*** The mean difference is significant at the 0.01 level; * The mean difference is significant at the 0.05 level*

A Kruskal-Wallis H test showed that there was a statistically significant difference in Procedural Justice between the different Experience categories, $\chi^2(3) = 10.890$, p =.012, with

the difference in the mean rank of 1-5 years (209.65) and mean rank of 6-10 years (256.01) are significantly different. The null Hypothesis 7A is rejected and it is concluded that *the distribution of Procedural justice is not the same across categories of Experience.*

A Kruskal-Wallis H test showed that there was a statistically significant difference in Interactional Justice between the different Experience categories, $\chi^2(3) = 29.633$, p =.000, with the difference in the mean rank of 1-5 years (203.23) and mean rank of 6-10 years (262.37); mean rank of > 16 (164.59) and mean rank of 6-10 years (262.37); mean rank of >16 years (164.59) and mean rank of 11-15 years (265.69); mean rank of 1-5 years (203.23) and mean rank of 11-15 years (265.69) are significantly different. The null Hypothesis 7B is rejected and it is concluded that *the distribution of Interactional justice is not the same across categories of Experience.*

A Kruskal-Wallis H test showed that there was a statistically significant difference in Distributive Justice between the different Experience categories, $\chi^2(3) = 27.037$, p =.000, with the difference in the mean rank of 1-5 years (205.04) and mean rank of 6-10 years (265.07); mean rank of > 16 (166.79) and mean rank of 6-10 years (265.07); mean rank of >16 years (166.79) and mean rank of 11-15 years (256.27); mean rank of 1-5 years (205.04) and mean rank of 11-15 years (256.27) are significantly different. The null Hypothesis 7C is rejected and it is concluded that *the distribution of Distributive justice is not the same across categories of Experience.*

A Kruskal-Wallis H test showed that there was a statistically significant difference in Motivation at Workplace between the different Experience categories, $\chi^2(3) = 17.347$, p =.001, with the difference in the mean rank of 1-5 years (216.55) and mean rank of 6-10 years (255.73); mean rank of > 16 (163.31) and mean rank of 6-10 years (255.73); mean rank of >16 years (163.31) and mean rank of 11-15 years (254.29) are significantly different. The null Hypothesis 7D is rejected and it is concluded that *the distribution of Motivation at Workplace is not the same across categories of Experience.*

8. IMPLICATIONS

The point of the investigation is to address the constrained experimental research done on incorporating Perceived fairness and its influence on motivation of women workers in Garment Manufacturing Organizations. One of the most well-known methods for expanding inborn inspiration is by modifying centre employment attributes by expanding assignment and aptitude assortment, task centrality, independence and criticism (Hackman and Old Ham, 1980). Be that as it may, changing occupation qualities demonstrates more trouble in certain employments than others. Organisations should require exertion or actualize measures in the work environment to further expand view of fairness among garment manufacturing organisations. Guaranteeing that employee concerns are heard before employment choices is made. Arrangements for explaining choices and giving extra information when mentioned ought to be there in the organization. Distributive Justice can be expanded by genuinely remunerating women employees considering the obligations representatives have in the working environment. Organizations should consider the worry in the working environment and they need to present appropriate prizes for the women representatives in the organization. Interactional Justice can be expanded by guaranteeing that when choices are made about the laborers they should be treated with thoughtfulness and thought. The laborers in the GMI should be treated with deference and respect, by being delicate to their own needs. Choices to be made straightforward and sufficient support and clarifications ought to be given to them. The implications from my study may advice the garment manufacturing organisations to examine the real problems faced by women workers, so that adequate strategies or solutions can be formulated. The differences in motivation level across the demographics are also made

an observation in the research. The results highlight the development of diverse needs of women employees, as it would enable them to be more committed and effective in their roles in the organisation.

9. LIMITATIONS

The study is limited to Bangalore.

- Most of the workers of Garment Manufacturing organisations are less qualified as per the population of this study.
- Research work may not fully exhaust because the gaps created may have to be filled by future research work.
- The participants for this study comprised of only female workers of Garment manufacturing organisations, which may be a limiting factor in generalising across gender.
- Additionally, the responses were predominantly from the 10 Garment manufacturing organisations in Bengaluru city only. Thus, this could be a limiting factor in generalizing.

10. SUGGESTIONS

This investigation fills in as an asset for future research to inspect the other conceivable perceived fairness factors and motivation at work environment. Explicitly there is a requirement for longitudinal researchers to build up a more grounded connection between perceived fairness and motivation at workplace variable using more current measurable models to finish up the equivalent. Though the current study took into consideration of five demographic factors viz., Age, Marital status, Educational Qualification, Nature of Job and Total Years of Experience, a more complete understanding of this significant difference may require investigations in terms of more demographic factors. This examination was directed in the urban setting only i.e. Bengaluru city, therefore studies at district and rural areas could also be included to get a more profound working of PF. The study was conducted among women employees in the organisations; therefore studies among male employees could also be included to get a deeper understanding of the influence of perceived fairness and motivation at workplace. Finally, the quantitative discoveries of this investigation may shape a discussion source to Garment Manufacturing Organisations which will enable to create friendly policies and practices to improve perceived fairness and motivation level of women employees in the workplace.

11. CONCLUSION

The study explores the impact of Perceived Fairness on Motivation at the workplace regarding women labourers in GMI. A relationship of women employees towards Perceived Fairness with the help of procedural justice, distributive justice, and interactional justice examines how these intercede the link with motivation at the workplace. Through this research study, the organizations' practices for perceived fairness and motivating women employees were identified. By examining the implications of decisions with women and treating them genuinely, one can build the equity level that advances the exhibition capability of an individual in an organization. The study also suggested the motivation at the workplace for women to increase their efficiency and job satisfaction while enhancing benefits to the organization. The results of this examination were used for creating workplace policies and practices that might be accessible or inaccessible to laborers in the garment manufacturing organizations, particularly to women employees in Bangalore, to empower them towards

perceived fairness. The investigation results will go far to mean the current body of knowledge of the information on the topic being considered.

KEYNOTES

1. http://ijissh.org/wp-content/uploads/2018/09/V3I10-4.pdf
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