

Measuring Perceived Equity and Its Influence on Sustainable Organizational Culture among IT Professionals

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Abstract - The IT sector is a rapidly changing industry that faces changes regularly, so organizations should maintain a flexible and adaptable work culture. This study focuses on IT professionals' expectations regarding fairness in the reward system, inclusion in the decision-making process and in interpersonal relationships. It also aims to understand the impact of this kind of thinking on the organizational culture. The Equity Theory and sustainable human resource management are used as the theoretical foundation for analysis. A total of 30 reviews were taken for analysis out of 480 reviews. The analysis findings reveal a positive effect of workforce involvement in sustainable practice in connection with fairness in rewards, employee treatment, and interpersonal relationships. The study highlights the significance of HR practices in promoting transparency, inclusiveness, and empathetic leadership to build a healthier work environment and enhance organizational sustainability.

Keywords: Equity, Adaptable Work Culture, Fairness, IT Professionals, Organizational Sustainability

INTRODUCTION

In the IT Industry organizational sustainability relies on fair employee treatment beyond innovation and productivity. The employees must sense the equality in the reward system, opportunities and the respectful treatment. The perceived fairness and equality in the reward system, opportunities and the respectful treatment lead to positive contribution to the organization's culture and long-term stability and also sustainable performance. In such an environment, building a sustainable organizational culture based on fairness and inclusion is essential to retain skilled employees and maintain continuous growth.

SIGNIFICANCE OF THE STUDY

The significance of this study lies in the following aspects. Firstly, it will assist in the association of the theory of Equity with the formation of organizational culture. Secondly, the results obtained from this research may be used to develop HR strategies in IT organizations for retaining and engaging employees. Finally, the study is significant in that fostering fairness in organizations may lead to equality and inclusion.

SCOPE OF THE STUDY

The current research is carried out among IT professionals employed in medium and large scale IT organizations in Coimbatore District, Tamil Nadu. The research focuses on employees' perceptions regarding fairness in such issues as salary, workload distribution, promotion and decision-making process. The research will be performed exclusively among the employees having at least one year of experience.

LITERATURE REVIEW

Perceived equity has been considered a motivating factor for employees by management and psychologists. This literature review consists of 30 papers that deal with perceived fairness, organizational justice, and sustainable organizational culture.

Theoretical Background of Equity and Fairness

The foundation of equity theory was laid by Adams (1965). He argued that employees compare their efforts and rewards with others' efforts and rewards and such comparisons affect their motivation and satisfaction. Later, Greenberg (1990) and Bies and Moag (1986) expanded the further development of the theory included the aspect of interactional justice showing that fairness in treatment and communication is as important as fairness in rewards.

Similarly, Colquitt et al. (2001) and Cropanzano et al. (2007) reviewed decades of research confirming that organizational justice enhances job satisfaction, commitment, and performance. Cohen-Charash and Spector (2001) provided meta-analytic evidence showing that justice perceptions predict both attitudinal and behavioral outcomes. These theories form a theoretical foundation for linking fairness with workforce wellbeing and organizational sustainability.

Perceived Equity in Modern Workplaces

In the modern IT sector, fairness perceptions have gained renewed importance due to competitive pressures, remote work, and diverse employee needs. Gupta (2021) found that perceived fairness in decision-making positively impacts

engagement among Indian IT professionals. Kim (2022) noted that procedural equity is especially critical in hybrid work models, where transparency reduces employee dissatisfaction. Mehta and Roy (2020) and Bhatnagar (2018) showed that equitable promotion and evaluation systems boost morale and retention. Sharma (2019) demonstrated that lack of fairness significantly increases turnover intentions in Indian software companies. Similarly, Nair and Joseph (2023) found a strong relationship between fairness perceptions and organizational loyalty.

Equity, Inclusion, and Organizational Culture

Research has increasingly emphasized fairness as a foundation for inclusion and sustainable culture. Choudhury (2022) and Thomas (2023) highlighted that equity ensures inclusivity and psychological safety at work. Chatterjee (2021) argued that employee participation and transparent communication nurture a trust-based culture that lasts longer. According to Schein (2017) and Denison (1990), a sustainable organizational culture depends on shared values, fairness, and leadership consistency. When employees perceive equity in systems and relationships, they tend to internalize organizational values and contribute to long-term cultural stability.

Empirical Studies Linking Fairness and Sustainability

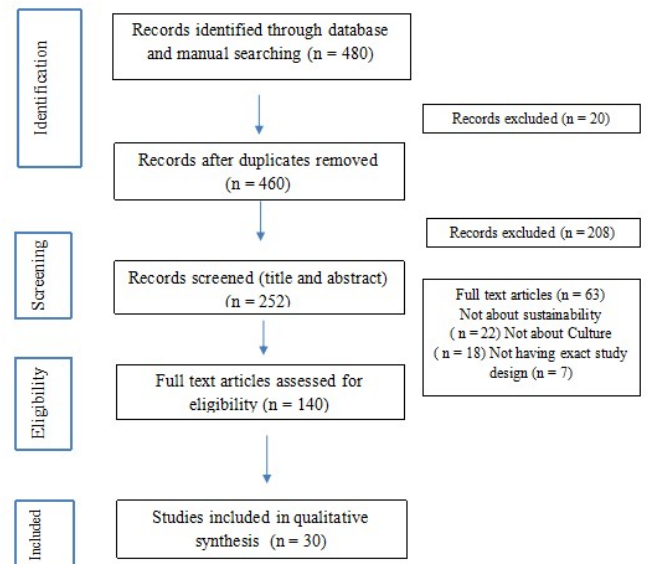
Empirical studies across India and abroad have confirmed fairness as a determinant of sustainability. Kundu and Gahlawat (2016) found that procedural justice positively influences job satisfaction in Indian IT organizations. Singh and Sharma (2021) established fairness as a predictor of corporate sustainability. Khan and Fatima (2020) showed that distributive justice encourages long-term engagement, while Joshi and Patel (2021) noted that transparent systems support ethical and sustainable values. In a similar vein, Kumar and Priya (2020) and Bhandari and Singh (2019) proved that fair HR policies lead to value-driven, sustainable cultures. Verma and Sinha (2022) found that fairness and psychological safety are critical to sustaining trust and creativity within IT teams. Bhattacharya (2020) introduced the concept of “human equity” as a key driver of sustainability in technology organizations.

Global Perspectives on Fairness and Sustainability

Globally, Liu and Zhang (2021) conducted a cross-cultural study showing that fairness perceptions consistently predict sustainable performance across countries. Poonam and Raj (2023) found that procedural justice encourages innovation in IT organizations. Similarly, George and Mathew (2022) confirmed that equity-based HR practices improve ethical outcome and organizational longevity. Krishnan and Iyer (2021) highlighted the mediating role of trust between fairness and sustainable culture. Recent research by Ahmed and Noor

(2024) demonstrated that fairness enhances organizational resilience in post-COVID IT workplaces.

PRISMA Analysis



FINDINGS

According to the results obtained from the study, perceived equity plays a role in creating a sustainable organizational culture among IT professionals. Individuals who have experienced fairness in terms of rewards, career and workplace treatment feel connected to the organization and remain loyal to the organization's vision.

The findings reveal that perceived equity is critical for the creation of organizational culture among IT professionals. Fairness in terms of rewards, career and workplace treatment impacts on employee engagement, trust and participation in activities that foster sustainability within the organization. Fair decision making and effective communication promote employee job satisfaction and lower their intentions to quit.

CONCLUSION

This study concludes that perceived equity plays a vital role in building a sustainable organizational culture among IT professionals. When employees feel that rewards, opportunities, and treatment are fair, they develop a stronger commitment and belongingness towards the organization. The results reveal that distributive, procedural, and interactional equity directly influence employee engagement, trust, and participation in sustainability-oriented practices. Fairness in decision-making and transparent communication were found to enhance job satisfaction and reduce turnover intentions.

The fairness in HR policies and inclusion culture are found to create a positive work environment where individuals voluntarily contribute to the achievement of organizational

social and environmental objectives. In the challenging and competitive information technology industry, where stress and attrition are common, fairness is not only an ethical obligation, but also a necessity for the success of organizations. Companies that adopt fairness within their culture are bound to enhance productivity, foster innovation and retain employees.

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