ISSN:0971-1260

Vol-22-Issue-4-October-December-2019

A Study on the Role of Organization Justice on Employee Work Engagement in Selected Educational Institutions in North Bangalore .

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Abstract :

Purpose : The purpose of this paper is to understand the role of organization justice (namely distributive , interactional justice and procedural justice) on employee work engagement in selected Educational Institutions in North Bangalore.

Research methodology : For the study 200 employees of selected Educational Institutions in North Bangalore was taken as respondents .Data was collected using standard questionnaire containing standard scaled of distributive, procedural, interactional , trust and employee engagement . The relationships between justice perceptions and work engagement were analyzed using correlations and regression analysis.

Findings : The analysis of the study indicates that there is a strong and positive relationship among organization justice and employee engagement. The study also indicates that procedural, interactional and distributive justice are inter – related with each other. Further, distributive and interactional justice take precedence over procedural justice in determining job engagement, while distributive justice plays the most important role in determining organization engagement (OE) , followed by procedural and interactional justice.

Limitations: This paper adds to the very small number of studies that have investigated the role of interactional justice in enhancing job and OEs. It has also established inter-relationships between the three dimensions of organizational justice and their individual roles in determining job and OEs

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ISSN:0971-1260

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Key words : Organization justice, employee engagement, interactional justice, procedural justice, distributive justice.

1. INTRODUCTION :

Organizations. Colquit (2001) indicated that organizational justice perceptions lead to employee commitment and trust. Cropanzano, Prehar, and Chen (2002) also argued that justice improves employees' job performance in an organization. Employees who perceive justice in their organization are inclined to want to perform better as a form of reciprocity (Gaudet, Trambley & Doucet, 2014). Organizational justice affects what employees believe about the organization as a whole because when the internal processes are perceived as just, employees' show greater loyalty and are more willingness to behave in the organization's best interests (Cropanzano, Bowen & Gilliland, 2007). Bowen, Gilliland and Folger (1999) suggested that a just treatment of employees would lead to organizational citizenship behaviours that "spill over" to customers. In other words, organizational justice has a positive impact on employees' organizational citizenship behavior, loyalty and customer satisfaction.

2. Literature Review :

2.a. Employee engagement

For an organization in order to grow and sustain in this competitive market , it should have highly engaged employees . Hence the concept of employee work engagement has gained a lot of attention of researchers and management practitioners (Robbins and Judge, 2009 Hallberg and Schaufeli, 2006). Research has shown that highly engaged employees work with great passion and are committed to their workplace. More than momentary, employee engagement refers to more persistent and pervasive affective cognitive state that is not focused on any particular event, individual, object or behavior.

As defined by Kahn (1990. 1992), who is regarded as the "academic parent of the employee engagement work" (Welch, 2011, p. 332).). Kahn (1990, p. 694) defines personal engagement as "the harnessing of organization members' selves to their work roles; in engagement, people employ and express themselves physically, cognitively and emotionally during role performances". According to Nelson and Simmons (2003) , employee engagement is a situation when employees feel positively connected with their work , and can associate and identify

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ISSN:0971-1260

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themselves with their work . Baumruk (2004), Shaw (2005) and Richman(2006) define engagement as the emotional / intellectual commitment of an employee to the organization.

It is observed that highly engaged employees work with more vigor, dedication and absorption. Vigor is characterized by high levels of energy and mental resilience while working, the willingness to invest effort in one's work, and persistence even in the face of difficulties. Dedication is characterized by a sense of significance, enthusiasm, inspiration, pride, and challenge. Absorption is characterized by being fully concentrated and deeply engrossed in one's work, whereby time passes quickly and one has difficulties with detaching oneself from work (Schaufeli and Bakker, 2001, 2004). Research studies on the organizational outcome of EWE have shown very encouraging results. For example, Harter et al. (2002) conducted a survey of approximately 8,000 business units in 36 companies and reported that compared with other companies, those whose employees had high-average levels of engagement had higher levels of customer satisfaction, were more productive, had higher profits, and had lower levels of turnover and accidents. Several recent studies have confirmed that employee engagement predicts employees' performance, satisfaction, organizational success, and organization's financial performance (Bates, 2004; Baumruk, 2004; Harter et al., 2002; Richman, 2006). Robbins and Judge (2009) argue that engagement becomes a real concern for most organizations because surveys indicate that few employees – between 17% to 29% – are highly engaged by their work.

Several factors contribute towards to employee engagement. In his study on the psychological conditions of personal engagement and disengagement at work, Kahn (1990) identified that there were mainly three psychological conditions associated with engagement or disengagement of employee at work , they are namely meaningfulness, availability and safety. This model was later examined by May eta al 2004 and was found that all the three factors are significantly related to employee engagement. Here meaningfulness refers to "feeling that one is receiving a return on investments of one's self in a currency of physical, cognitive or emotional energy" Kahn (1990). It is measured by how employee find their job to be significant, purposeful and how much they feel that they are recognized by their organization. . Safety is defined as "feeling able to show and employ one's self without fear of negative consequences to self-image, status or career" (Kahn, 1990). Availability consists of one's "sense of having the physical, emotional or psychological resources to bring the self into his/her work role" (Kahn, 1990)

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ISSN:0971-1260

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According to Kravina et al (2014) employee work engagement is important in today's organizations because it includes high levels of energy, willingness and passion to perform well and to deliver beyond what is required of an employee. It is positively associated with job satisfaction and the physical health of employees (Schaufelli et al, 2008). Engagement has often been associated with positive consequences in organizations because it involves employee's ability to identify with one's work and the feeling of profound personal connection to the task, team and organization.

The benefits of work engagement in organizations are also high productivity and profitability; the customers become more satisfied and loyal, the employees are inclined to experience positive emotions such as, happiness, joy, and enthusiasm (Bowles & Cooper, 2012; Bakker & Demerouti, 2007; Kravina et al, 2014). In addition, the positive organizational outcomes of work engagement also include increased job performance, organizational commitment, work motivation, high levels of self-control, high coworker support, and staff retention (Bakker, Albrecht & Leiter, 2011; Salanova, Agut & Peiró, 2005; Schaufelli & Salanova, 2007).

2.b. Organization Justice:

Every individual working in an organization wants their organization should be fair and do justice for the contribution that they make towards the organization. According to **Plato,** any social organization will have not have an existence if justice does not exist. Justice is one of the valuable criteria of social life. It is the justice which fosters integrity and brings the individuals of the organization together to work towards the achievement of goals effectively.

Organization justice refers to the extent to which the employee perceives workplace procedures, outcomes and interactions to be fair in nature. The perception which the employee develops towards the organization can influence their attitudes and behaviour either for good or ill, which may in turn have a positive and negative impact on the performance and growth of the organization. Organizational justice has the potential to create more committed and satisfied employees.

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ISSN:0971-1260

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Organizational Justice has been classified into majorly into: Distributive justice, Procedural Justice and interactional. Distributive justice refers to the fairness associated with decision outcomes and distribution of resources. It includes distribution of the outcome proportional to the input. Procedural justice refers to the fairness in the process those results into outcomes. It takes into account what the employees feel about their participation in the process, the use of consistency, accuracy, ethicality and lack of biasness in carrying out the work process. Interpersonal justice refers to the quality of interpersonal treatment received by the employees as part of their employment relationship. **Interactional Justice:** Interactional justice also known as interpersonal justice, it basically refers to how a person treats another person in an organization. It basically refers to the relationship between the employee and employer , personal respectful and polite treatment (Bies and Moang,1986). Bies and Moag identified some aspects of interactional justice that can enhance people's perception of justice. **Respect:** all the employees of the organization would be treated respectfully, no attempt should be made to insult them or any discourteous behavior. **Propriety:** questions and statement should be provided properly with no involvement of prejudicial elements such as sexism or racism. **Justification:** In any situation, if an individual perceives injustice, giving a 'social account' such as apology or explanation can reduce sense of anger generated.

2.c.Theoretical relationship between Organization justice and Employee Work Engagement :

Organizational justice as the employees' perceptions of fairness in their employment relationship suggests that these perceptions of justice are likely to influence employee behavior and attitudes in a positive or negative manner (Colquit, Greenberg & Zapata-Phenan, 2005). Greenberg (2001) argued that organizational justice attempts to describe and explain the role of fairness in the workplace. Both organizational justice and work engagement have the potential to create positive implications for organizations and employees such as greater trust and commitment, improved job performance, more helpful citizenship behaviors, improved customer satisfaction, and diminished conflict (Kravina et al, 2014; Macey & Schneider, 2008; Cropanzanno et al, 2007). Shibaoka, Takade, Watanabe, Kojima, Kakinuma, Tanaka and Kawakami (2010) also highlighted that organizational justice has recently attracted attention as a predictor of

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ISSN:0971-1260

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employee's mental and physical health. Similarly, Bakker et al (2011) also argued that work engagement is positively associated with employees' job satisfaction and health. Work engagement and organizational justice are relevant and important in today's organizations because organizations are seeking affordable and effective means to improve employees' psychological health and to prevent costs related to mental health problems such as low performance and absenteeism (Gaudet et al, 2014; Christian et al, 2011).

The above study of the literature suggest that there is a strong relationship between organization justice and work engagement .However ,scientific information about this relationship is therefore needed in order to initiate relevant interventions to enhance employee engagement in selected educational institutions in Bangalore North. Based on the aforementioned problem statement and literature review, the main objective of this study is to investigate the relationship between organizational justice and work engagement levels of the employees of selected educational institutions in North Bangalore

3. Research Design and Methodology:

The study was quantitative in nature. In order to achieve the purpose of this study; a cross-sectional survey was used which refer to a design that collects data at one point in time from one sample representing the larger population.

The population consisted of permanently employed in educational institutions in North Bangalore .To determine the sample size, the study adopted a random sampling technique based on the guidelines of TerreBlanche, Durrheim and Painter (2006). The participants were requested to complete the questionnaire, resulting in a final sample size of 200 respondents.

In terms of table 1, the sample size was skewed towards females who were 52% (n= 104) and 48% (n=96) were males. Among the participants, approximately 33% (n = 66) were born between 1970 and 1975; 39% (n = 78) were born between 1976 and 1980 while 28% (n = 56) were born between 1981 and 1985. In terms of the participants' current position, 14% (n = 28) are Professor; 23% (n = 46) are associate professor and 63% (n= 126) are assistant professor. Based on the no. of years of experience, 33% have 1- 5 years of experience, 42.5 % have 6 – 10 years of experience and 24.5% have above 10 years of experience.

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ISSN:0971-1260

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Table 1:

Gender	**Frequency**	**Percentage**
Male	96	48
Female	104	52
Age Group		
Born between 1970 -1975	66	33
Born between 1976 – 1980	78	39
Born between 1981 -1985	56	28
Years of experience		
1- 5 years	66	33
6 – 10 years	85	42.5
Above 10 years	49	24.5
Current position		
Professor	28	14
Associate Professor	46	23
Assistant Professor	126	63

Measuring instruments: The questionnaire consisted of two sections. Section A measured the participants' biographical details which included race, age group, gender, years of service and current position.

Section B consisted of the measuring instruments Organizational Justice Measurement Instrument (OJMI) and the Utrecht Work Engagement Survey (UWES) (Schaufeli & Bakker, 2004).

The Organizational Justice Measurement Instrument (OJMI) which is virtually self-administering survey and consists of 59 statements measuring the nine dimensions of justice; namely, strategic direction, distributive, procedural, interactional, informational, service delivery innovation, customer relations, diversity management, ethical leadership and management. The statements of the questionnaire were configured using the five point Likert scales ranging from 1 as strongly disagree and 5 as strongly agree. In the present study, the reliabilities of the dimensions were used to assess the construct validity and it was measured using the Cronbach's alpha coefficient. The Cronbach's alpha coefficients for the nine organizational justice dimensions are presented in table 2 below. The results of the coefficients are considered to be

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ISSN:0971-1260

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satisfactory because they were significantly greater than the recommended 0.70 (Terreblanche et al, 2006). They vary from 0.944 (distributive); 0.941 (ethical leadership and management); 0.908 (service delivery innovation); 0.882 (strategic direction); 0.860 (interactional); 0.884 (informational); 0.862 (procedural); 0.814 (diversity management) and 0.798 (customer relations). Overall, the reliability coefficient of the OJMI is 0.950.

The UWES was used to measure work engagement. UWES comprises of 21 item and three subscales or dimensions; namely, vigor, dedication and absorption (Schaufeli & Bakker, 2004). Each item is rated on a 7- point Likert scale ranging from 1 as never and 7 as always. In the present study, the Cronbach alphas of the dimensions were also considered to be satisfactory. Overall the reliability of the UWES is 0.936; while the dimensions vary from 0.835 (vigour); 0.854 (dedication) and 0.798 (absorption).

Table 2: Number of items and reliabilities for the OJMI and UWES dimensions.

Dimensions	No.Of Items	Reliability
Organizational justice dimensions (OJMI)	59	0.950
Distributive Justice	12	0 .944
Ethical leadership and management	11	0.941
Service delivery innovation	6	0.908
Strategic direction justice	5	0.882
Interactional justice	5	0.860
Informational Justice	7	0.884
Procedural justice	5	0.862
Diversity management justice	4	0.814
Customer relations justice	4	0.789
Work engagement dimensions (UWES)	21	0.936
Vigor	7	0.835
Dedication	7	0.854
Absorption	7	0.798

Table 3: also presents the inter correlations between the dimensions of organizational justice measured by OJMI and the work engagement dimensions measured by UWES. The results indicate that the three dimensions of the UWES intercorrelate significantly. The correlation

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ISSN:0971-1260

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between vigor and dedication is equal to 0.878; that between absorption and vigor is equal to 0.861; and between dedication and absorption is 0.834.

Table 3: Interco relations of the OJMI and UWES dimensions:

Dimensions	Vigor	Dedication	Absorption
Distributive justice	.543**	.539**	.517**
Ethical leadership and management	.614**	.557**	.583**
Service delivery innovation	.588**	.530**	.538**
Strategic direction justice	.589**	.526**	.560**
Interactional justice	.497**	.438**	.455**
Informational Justice	.618**	.587**	.563**
Procedural justice	.596**	.539**	.558**
Diversity management justice	.560**	.490**	.489**
Customer relations justice	0.554	.525**	.527**
Vigour	1 (0.837)	.878**	.861**
Dedication	.878**	1 (0.855)	.834**
Absorption	.861**	.834**	1 (0.799)

*n = 289; Alpha coefficients are presented in bold values. * * Correlation is significant at the 0.01 level (2 tailed): p<=0.01*

Table 3, indicate the correlations that were computed between each of the organizational justice dimensions in the OJMI and the work engagement dimensions in the UWES to determine the covariance of the constructs being measured. Vigor correlates significantly ($p<0.01$) with all the dimensions of organizational justice ranging from r=0.618 for informational justice to r=0.497 for interactional justice. Dedication also correlates significantly at the 0.01 level with all the organizational justice dimensions ranging from r=0.587 for informational justice to r=0.438 for interactional justice. Absorption also correlates significantly at the 0.01 level with all the organizational justice dimensions ranging from r=0.583 for the ethical leadership and management dimensions to r=0.455 for interactional justice.

4. Discussion and implications

To date, there has been little research on organizational justice and work engagement within the context of educational institutions. The reason for this may lie in the fact that both variables were studies in isolation to explain their relationships with other organizational outcomes and factors.

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ISSN:0971-1260

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An examination of the literature review indicates that both organizational justice and work engagement are positively associated to work performance, commitment, trust, retention, job satisfaction and employee wellness. The aim of this study was to explore the role of organizational justice on employees' levels of work engagement.

The results indicate that both the OJMI and the Utrech UWES have acceptable levels of internal consistency within the multicultural context of Educational Institutions of North Bangalore . The results of the mean as the descriptive statistic indicates that employees of the public service organization seem to have positive perception of all organizational justice dimensions; namely, interactional justice; customer relations; informational; strategic direction; service delivery and innovation; diversity management; procedural; ethical leadership and management and distributive justice. Similarly, the mean results of this sample indicated that the employees of the public service organization seem to have high levels of work engagement in the dimensions, vigor, dedication and absorption.

The correlation analysis shows that there is a positive correlation between organizational justice dimensions and the work engagement dimensions, vigor, dedication and absorption. The relationship between organizational justice and vigor indicate that employees who have a positive perception of justice in their organization are likely to show high levels of energy and mental resilience at work (May, Gilson & Harter, 2004; George, 2011; Schaufelli & Bakker, 2004). The results also indicate that employees who have a positive perception of justice in their organization; are inclined to show high levels of dedication. In other words, the employees will demonstrate high levels of involvement in their work and they are likely to experience high levels of significance, enthusiasm, inspiration, pride and challenge in their roles (Halbesleben, 2011; Schaufelli et al, 2008). In addition, the relationship between organizational justice and absorption suggests that a positive perception of organizational justice is likely to influence employees' high levels of absorption at work. This indicates that the employees will show significant levels of concentration and they will be happily engrossed in their role (May et al, 2004; Bakker et al, 2011; Taris et al, 2010).

5 . Scope of the study :

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This study has several practical implications for employees and organizations. Firstly, these finding are noteworthy because it gives organizations inexpensive means of promoting their employees' work engagement levels. Secondly, practitioners and managers in Educational Institutions need to recognize organizational justice dimensions that influence employee work engagement levels. Lastly, organizations are able to develop relevant interventions to ensure positive perceptions of organizational justice; ultimately, this may help to create a more engaged workforce in the public service organization.

Conclusions, limitation and recommendations for future research :

This study aimed to provide insight into the role of organizational justice on employee's levels of work engagement. The purpose of this study was achieved because the results demonstrate the important role of organizational justice dimensions in explaining the level of employee work engagement in Educational Institutions. In terms of limitations, this study cannot be generalized to other organizational context other than the one from which data were gathered. The respondents of this study sample are from selected Educational Institutions of North Bangalore.

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