

Understanding the Relationship between Organisational Justice and Work Engagement in Banking Sector

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Abstract

Organisational justice leads to fair treatment and ethical behaviour within an organisation. Work engagement is positive work-related state of mind characterised by vigour, dedication, and absorption. Justice acts as a factor to enhance trust in the organisation and make employees more motivated to work together. The present paper aims to study the perception of bank employees towards organisational justice and work engagement and to examine the relationship between organisational justice and work engagement in banking sector. Further, to investigate the impact of organisational justice on work engagement. Data has been collected from 96 bank employees of Haryana state through survey method. Descriptive statistics, t-test, one way ANOVA, correlation, and regression have been used to analyse the data. Significant differences are noticed in the perception of bank employees with respect to gender, age and experience. There is positive and significant correlation between organisational justice and work engagement. The result shows that organisational justice has positive and significant impact on employees' work engagement. The theoretical implications of the results are discussed in the paper.

Keyword: Organisational Justice, Distributive, Procedural Justice, Work Engagement

Organisational Justice (OJ)

Organisational justice plays a pivotal role in any organisation. It has a long history in research field and scholars have expected different dimensions of organisational justice. Adams (1965) offered his theory of equality, equity and showed that people are prepared to receive a fair incentive for work. Equity theory is mainly the theory of justice as it stresses on equitable distribution of income among individuals that enhances motivation and morale. Greenberg in 1970 has first used the term organisational justice. After 1990, a new chapter began in empirical studies about organisational justice and its dimensions (Farahbod, Azadehdel, & Jirdehi, 2013). Organisational justice expresses the role of fairness as it is directly related to the workplace and concerned with the ways in which employees determine if they have been treated fairly in their jobs (Moorman, 1991). Organisational justice is concerned with the fair treatment of employees (Randeree, 2008).

Work Engagement (WE)

Work engagement is a concept of engaging employees to work with high level of vigour, dedication, and absorption (Hakanen, Schaufeli, & Ahola, 2008; Schaufeli, Salanova, Gonzalez-Romá, & Bakker, 2002). Vigour refers to high

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energy and mental resilience while working and willing to invest in one's work and diligence even in the face of difficulties. Dedication refers to sense of significance, interest, inspiration, pride, and challenges one associates with his work. Absorption means full concentration in one's work, wherein, time passes quickly and one faces difficulty coming off from work. Here, the person is deeply engrossed in his work. An engaged workforce is considered to be a keystone of sustaining a competitive advantage (Macey, Schneider, Barbera, & Young, 2011). Although there is increasing interest in the concept of work engagement, there remains a surprising dearth of research on employee engagement in the academic literature (Saks, 2006).

Three or four types of organisational justice have been introduced by the scholars: distributive, procedural, interactional, and informational justice but in this study two very popular dimensions of organisational justice (distributive and procedural justice) are studied. The dimensions of organisational justice and work engagement are described as follows:

- **Distributive Justice (DJ):** It means perceived fairness in the distribution of resources by the organisation (Greenberg, 1987). Distributive justice is related to sharing of gains among employees, such as tasks, services, opportunities, rewards, and punishments (Folger & Cropanzano, 1998), roles, titles, wages and promotions etc. in the organisation (Cohen & Spector 2001).
- **Procedural Justice (PJ):** It refers to perceived fairness in the procedures to which the consequences belong to the organisation or to perceived fairness of the processes used to make allocation decisions (Mcdowal & Fletcher, 2004).
- **Vigour:** It refers to high energy and mental resilience while working, willing to invest in one's work and diligence even in the face of difficulties (Schaufeli *et al.*, 2002).
- **Dedication:** It means a sense of significance, enthusiasm, inspiration, pride and challenge (Schaufeli *et al.*, 2002).
- **Absorption:** It means totally concentrated and deeply engrossed in one's work in such a way that time passes quickly and it is also difficult to detach someone from his/her work (Schaufeli *et al.*, 2002).

Objectives and Importance of the Study

The objective of the paper is to study the perception of bank employees regarding organisational justice and work engagement across demographics and to examine the relationship between organisational justice and work engagement. The study also investigates the impact of organisational justice on work engagement.

The study will make significant contribution to the existing literature. This study also helps to understand the role of demographics in understanding the role of organisational justice and work engagement. This paper will be beneficial for the employers of public and private banking sector as they can fully comprehend the relevance of equity and social exchange theory in their respective organisations. The study will assist practitioners in understanding organisational justice and its impact on work engagement. By examining the role of justice and work engagement, the paper significantly expands knowledge about organisational resources that can foster employees' willingness to dedicate their efforts to the task.

Literature Review and Hypothesis Formulation

Previous researches have shown that organisational justice does have an impact on different employees' attitude such as work engagement.

The positive employee views of processes and events are related to higher employee levels of work performance (Brockner & Siegel, 1996). The perception of distributive and procedural justice will influence work engagement (Colquitt, Conlon, Wesson, Porter, & Ng, 2001; Kickul *et al.*, 2002). Meta-analysis done in literature of both justice and work engagement concepts have strong positive correlation with each other (Colquitt *et al.*, 2001; Dirks & Ferrin, 2002). Most of the studies examined trust as the mediating variable that influences organisational justice and work engagement relationship. There is positive relationship between all the dimensions of organisational justice and work engagement. Macey *et al.* (2009) established that employees will be engaged, "when they feel they will be treated fairly in terms of distribution of rewards, procedures by which decisions to rewards are

made and finally whether bosses and colleagues display courtesy, warmth and support in their interactions". Organisational justice is considered as an important source of psychological safety (Macey *et al.*, 2009). Review of justice-engagement literature realises us to conclude that there are clear majority of research between justice and engagement (Inoue, Kawakami, Ishizaki, Shimazu, Tsuchiya, Tabata, & Akiyama, 2010; Gupta & Kumar, 2012; Strom, Sears, & Kelly, 2013). Work engagement fully mediates the effects of procedural justice on job performance and commitment (Karatepe, 2011). There is significant positive correlation among organisational justice, work engagement, and work performance but work engagement fully mediates between justice and performance (Sun & Wang, 2012). There is positive relation between dimensions of organisational justice and work engagement but organisational identification has partially mediated between them (Huifan, 2012). Previous studies show low perceptions of fairness are likely to cause employees to take out and disengage themselves from their work roles (Biswas, Varma, & Ramaswami, 2013). Past studies have examined direct effect of justice on work engagement (Agarwal 2013). There is significant positive relationship between distributive, procedural justice and work engagement (Dehaghani & Shekarian, 2014). Perception of different dimensions of justice can influence work engagement (Ghosh, Rai, & Sinha, 2014). Procedural justice is positively and significantly related to work engagement (Agarwal, 2013). Organisational justice has direct effect on work engagement (Khuong & Dung, 2015).

On the basis of review of literature, following hypotheses have been formulated: 1(a). There is no significant difference in the perception of employees regarding organisational justice and work engagement according to gender 1(b). There is no significant difference in the perception of employees regarding organisational justice and work engagement according to age.

1(c). There is no significant difference in the perception of employees regarding organisational justice and work engagement according to experience.

2. There is no significant relationship between dimensions of organisational justice and work engagement among employees working in banking sector.

3. There is no significant impact of organisational justice on work engagement.

Research Methodology

It includes instrument, sample, statistical technique and reliability of data.

The Instrument

Two different types of questionnaires are used in this research. Niehoff and Moorman's (1993) organisational justice (OJ) instrument is used to assess the distributive and procedural type of organisational justice in banking sector. Secondly, to assess the employees' perception of work engagement (WE), Utrecht Work Engagement Scale (UWES) (Schaufeli *et al.*, 2002) has been used. OJ scale consists of 11 items on a five-point Likert scale ranging from 5: strongly agree to 1: strongly disagree. Work engagement is also measured using a five-item Likert scale which ranges from 5: strongly agree to 1: strongly disagree on 17 items.

The Sample

The survey was conducted among 96 bank employees working in public and private sector. Employees who are designated as Scale 1 are the respondents of the study which constitute assistant managers and probationary officers. Respondents are chosen from Haryana state only.

Statistical Technique

Collected data has been analysed by using both descriptive and inferential statistics. Descriptive statistics includes percentage, mean and standard deviation, whereas, inferential statistics includes one-way ANOVA, correlation and multiple regression. We have taken organisational justice as an independent variable and work engagement as a dependent variable in the study.

Reliability of Data

The reliability score of both the constructs has been checked through Cronbach alpha. Reliability coefficients of OJ and WE are found to be 0.859 and 0.823 respectively. Scores of both the constructs are above 0.8, which is acceptable. It shows that both the scales are highly reliable (Tlaiss, 2013).

Results and Discussion

To know the perception of employees regarding organisational justice and work engagement in banking sector, two dimensions of organisational justice viz. distributive justice (DJ) and procedural justice (PJ) and three dimensions of work engagement viz. vigour, dedication, and absorption have been used.

The analysis is divided into two parts viz. descriptive statistics and inferential statistics. All the dimensions are studied through field survey.

Table 1 presents the profile of respondents selected for the study. Maximum numbers of respondents are male (71.9 %). Age-wise break up reveals that majority of respondents belong to the age group of 25-35 years (74.0 %). Further, most of the respondents are having an experience of less than 5 years (67.7 %) in the organisation. Designation-wise breakup reveals that most of them are assistant managers (37.5%) in banking sector and majority of the respondents are from public sector banks (67.7%). Education-wise analysis reveals that postgraduates (70.8 %) possessed the major share in the study.

Table 1: Respondents' Profile

n=96

Demographics	Category	Frequency	Percent
Gender	Male	69	71.9
	Female	27	28.1
Age (years)	25-35	71	74.0
	36-45	17	17.7
	Above 45	08	8.3
Experience (years)	Less than 5 years	65	67.7
	10-15	20	20.8
	Above 15	11	11.5
Qualification	Graduate	25	26.0
	Postgraduate	68	70.8
	Others	03	3.1
Designation	Sr. Manager	11	11.5
	Asst. Manager	36	37.5
	Probationary Officer	22	22.9
	Clerk	16	16.7
	Single Window Operator	11	11.5
	Total	96	100
Sector	Public	65	67.7
	Private	31	32.3
	Total	96	100

Source: Primary data

Table 2 depicts employees' perception regarding organisational justice and work engagement with the help of mean and standard deviation. It is evident from the table that all the dimensions of organisational justice and work engagement as a whole have been perceived positively as the mean score is above three in all the cases.

Table 2: Employees' Perception Regarding Organisational Justice and Work Engagement

N=96

Dimensions	Mean	S.D.
Distributive Justice (DJ)	3.40	0.87
Procedural Justice (PJ)	3.50	0.83
Vigour	3.70	0.70
Dedication	3.95	0.64
Absorption	3.81	0.50

Source: Primary data

Table 3 shows the employees' perception regarding organisational justice and work engagement across gender. Results show that there is no significant difference between male and female employees in case of vigour, dedication, and absorption dimensions of work engagement. The difference is not significant although female respondents are having high mean value as compared to male respondents. However, significant difference is noticed in the perception of male and female employees regarding procedural justice. Hence, hypothesis 1(a) is rejected in case of procedural justice according to gender.

Table 3: Gender-wise Comparison of Organisational Justice and Work Engagement

Dimensions	Gender	N	Mean	S. D.	t	Sig.
Distributive Justice(DJ)	Male	69	3.36	.895	-.697	.48
	Female	27	3.50	.819		
Procedural Justice (PJ)	Male	69	3.40	.890	-1.973	.05
	Female	27	3.77	.634		
Vigour (V)	Male	69	3.65	.686	-1.138	.25
	Female	27	3.83	.739		
Dedication (D)	Male	69	3.95	.616	-.083	.93
	Female	27	3.96	.723		
Absorption (A)	Male	69	3.80	.519	-.177	.86
	Female	27	3.82	.474		

Source: Primary data

Table 4 (a) shows the opinion of 96 respondents of different age groups. The respondents are divided into the age groups of 25-35 years, 36-45 years and above 45 years. In case of distributive justice, results reveal that the mean value of respondents in the age group of 36-45 years is higher as compared to the respondents belonging to the age group of 25-35 years and above 45 years. The value of F shows that there is no significant difference between the respondents of different age groups in case of distributive justice. In case of procedural justice, results reveal that the mean value of respondents in the age group of 36-45 years is higher as compared to age group of 25-35 years and above 45 years. The value of F shows that

there is significant difference between the respondents' opinion of different age groups in case of procedural justice. It shows that the middle age employees are having more favourable attitude towards procedural justice prevailing in their organisations. In case of vigour and absorption, results reveal that the mean value of middle age respondents is highest as compared to young and old employees. It shows that employees in middle age group work with high level of energy and mental resilience and they are fully concentrated and deeply absorbed in their work. The value of F shows significant difference between the respondents of different age groups in case of vigour and absorption except dedication.

Table 4 (a): Age-wise Comparison of Organisational Justice and Work Engagement

Dimensions	Age (in years)	N	Mean	S. D.	F	Sig.
Distributive Justice (DJ)	25-35	71	3.31	.912	1.57	0.21
	36-45	17	3.72	.727		
	Above 45	8	3.47	.675		
Procedural Justice (PJ)	25-35	71	3.41	.875	5.10	0.00
	36-45	17	4.04	.389		
	Above 45	8	3.14	.778		
Vigour (V)	25-35	71	3.64	.450	4.40	0.01
	36-45	17	4.11	.321		
	Above 45	8	3.37	.501		
Dedication (D)	25-35	71	3.92	.706	0.48	0.61
	36-45	17	4.09	.458		
	Above 45	8	3.95	.333		
Absorption (A)	25-35	71	3.79	.502	3.65	0.03
	36-45	17	4.04	.463		
	Above 45	8	3.50	.436		

Source: Primary data

By using Tukey test, the comparisons between age groups are found. ANOVA test shows the significant difference among the groups as whole Table 4 (b). Further to study inter group difference, post-hoc analysis using Tukey test has been used. It shows that 25-35, 36-45 years of age group differ to above 45 years of age group significantly at $p < .05$. It reveals no significant difference between the young respondents (25-35 years) and old employees (above 45

years) in case of procedural justice. In case of vigour, the results reveal no significant difference between the young employees and old employees. No significant difference is noticed between the young and middle age employees regarding absorption. No significant difference is found between different age groups regarding dedication. So, hypothesis 1(b) is rejected in case of procedural justice, vigour, and absorption dimensions according to age.

Table 4 (b): Age wise Comparison of Organisational Justice and Work Engagement using Post-hoc Tukey Test

<i>Dimensions</i>	<i>Age (in years)</i>	<i>Age (in years)</i>	<i>Std. Error</i>	<i>Sig</i>
Distributive Justice	25-35	36-45	.23419	.190
		Above 45	.32345	.879
	36-45	25-35	.23419	.190
		Above 45	.37185	.773
	Above 45	25-35	.32345	.879
		36-45	.37185	.773
Procedural Justice	25-35	36-45	.21759	.012
		Above 45	.30053	.643
	36-45	25-35	.21759	.012
		Above 45	.34550	.028
	Above 45	25-35	.30053	.643
		36-45	.34550	.028
Vigour	25-35	36-45	.18327	.029
		Above 45	.25312	.547
	36-45	25-35	.18327	.029
		Above 45	.29100	.033
	Above 45	25-35	.25312	.547
		36-45	.29100	.033
Dedication	25-35	36-45	.17501	.586
		Above 45	.24172	.992
	36-45	25-35	.17501	.586
		Above 45	.27789	.862
	Above 45	25-35	.24172	.992
		36-45	.27789	.862
Absorption	25-35	36-45	.13273	.132
		Above 45	.18332	.256
	36-45	25-35	.13273	.132
		Above 45	.21075	.029
	Above 45	25-35	.18332	.256
		36-45	.21075	.029

Source: Primary data

Table 5 (a) shows the opinion of 96 respondents of different experience groups. The sample has been divided into three groups i.e. employees having an experience of less than 5 years, employees with 5 to 10 years of experience and the employees with above 10 years of experience. The results reveal that the mean value of the respondents of 5 to 10 years of experience is higher as compare to the respondents belonging to the experience of less than 5 years and above 10 years of experience in case of procedural justice, vigour, and absorption. The value of F shows significant difference between the respondents of

different experience groups. In case of distributive justice and dedication, results reveal that the mean value of the respondents of 5 to 10 years of experience is higher as compared to the respondents belonging to the experience of less than 5 years and above 10 years of experience. The value of F shows that there is no significant difference between the respondents of different experience groups. Hence, hypothesis 1(c) is rejected in case of procedural justice, vigour, and absorption dimensions according to experience.

Table 5 (a): Experience-wise Comparison of Organisational Justice and Work Engagement

Dimensions	Experience	N	Mean	S. D.	F	Sig.
Distributive Justice (DJ)	Less than 5	65	3.30	.922	1.65	0.19
	5-10	20	3.71	.738		
	Above 10	11	3.41	.712		
Procedural Justice (PJ)	Less than 5	65	3.41	.883	3.63	0.03
	5-10	20	3.93	.395		
	Above 10	11	3.25	.958		
Vigour (V)	Less than 5	65	3.63	.761	3.84	0.02
	5-10	20	4.06	.321		
	Above 10	11	3.46	.653		
Dedication(D)	Less than 5	65	3.92	.741	0.35	0.70
	5-10	20	4.06	.373		
	Above 10	11	3.96	.366		
Absorption(A)	Less than 5	65	3.80	.513	3.06	0.05
	5-10	20	4.00	.382		
	Above 10	11	3.54	.558		

Source: Primary data

By using Tukey test, the comparisons between different experience groups are found. ANOVA test shows the significant difference among the groups as whole Table 5 (b). Further to study inter group difference, post-hoc analysis using Tukey test has been used. It shows that less than 5 years, 5-10 years of experience group differ to above 10 years of experience group significantly at $p < .05$. It reveals no significant difference between employees having an experience of less than 5 years, employees with 5 to 10 years of experience, and the employees with above

10 years of experience in case of distributive justice and dedication. In case of procedural justice and vigour, the results reveal no significant difference between employees having an experience of less than 5 years and above 10 years of experience. No significant difference is noticed between employees having an experience of less than 5 years, employees with 5 to 10 years of experience and the employees with above 10 years of experience in case of absorption. So, hypothesis 1(c) is rejected in case of procedural justice, vigour, and absorption dimensions according to experience.

Table 5 (b): Experience-wise Comparison of Organisational Justice and Work Engagement using Post-hoc Tukey Test

Dimensions	Experience	Experience	Std. Error	Sig.
Distributive Justice	Less than 5	5-10	.22159	.170
		Above 10	.28253	.919
	5-10	Less than 5	.22159	.170
		Above 10	.32530	.644
	Above 10	Less than 5	.28253	.919
		5-10	.32530	.644
Procedural Justice	Less than 5	5-10	.20905	.040
		Above 10	.26654	.825
	5-10	Less than 5	.20905	.040
		Above 10	.30689	.076
	Above 10	Less than 5	.26654	.825
		5-10	.30689	.076

Dimensions	Experience	Experience	Std. Error	Sig.
Vigour	Less than 5	5-10	.17451	.038
		Above 10	.22251	.750
	5-10	Less than 5	.17451	.038
		Above 10	.25619	.057
	Above 10	Less than 5	.22251	.750
		5-10	.25619	.057
Dedication	Less than 5	5-10	.16596	.677
		Above 10	.21161	.977
	5-10	Less than 5	.16596	.677
		Above 10	.24364	.917
	Above 10	Less than 5	.21161	.977
		5-10	.24364	.917
Absorption	Less than 5	5-10	.12644	.259
		Above 10	.16121	.260
	5-10	Less than 5	.12644	.259
		Above 10	.18561	.042
	Above 10	Less than 5	.16121	.260
		5-10	.18561	.042

Source: Primary data

Table 6 shows the relationship between different dimensions of organisational justice and work engagement in banking sector with the help of Pearson correlation. The correlation matrix shows that there is positive and significant correlation between the dimensions of

organisational justice and work engagement, which is significant at the $p < 0.01$. Further, distributive justice and absorption dimensions is significant at the $p < 0.05$. So, hypothesis 2 is rejected as there is significant relationship between all the dimensions of organisational justice and work engagement.

Table 6: Correlation between Organisational Justice and Work Engagement

Dimensions	Distributive Justice	Procedural Justice	Vigour	Dedication	Absorption
Distributive Justice	1				
Procedural Justice	.662**	1			
Vigour	.640**	.618**	1		
Dedication	.533**	.474**	.602**	1	
Absorption	.209*	.392**	.421**	.428**	1

Source: Primary data ** p-value<0.01 * p-value<0.05

Table 7 shows the effect of dimensions of organisational justice on work engagement dimension with the help of multiple regression. The F-statistics value for the model is .000, which is statistically significant at 5 percent level of significance. The value of Beta in Table 7 indicates that distributive and procedural justice has positive and significant effect on vigour and dedication at 5 percent level of significance. The independent variable explains 47 and 31 percent variance in vigour and dedication. In last

model, the value of Beta in table indicates that procedural justice has positive and significant effect on absorption at 5 percent level of significance but distributive justice has negative effect on absorption at 10 percent level of significance. The independent variable explains 16 percent variance in absorption. So, the hypothesis 3 is rejected as there is positive and significant effect of organisational justice on work engagement.

Table 7: Multiple Regression of Organisational Justice and Work Engagement

Model		Unstandardized Coefficients		t-value	Sig	R ²	Adjusted R ²	F-Statistics
		B	Std. Error					
1.	(constant)	1.561	0.240	6.51	0.000*	0.477	0.466	42.425*
	Distributive	0.331	0.081	4.11	0.000*			
	Procedural	0.289	0.084	3.45	0.000*			
2	(constant)	2.392	0.253	9.46	0.000*	0.310	0.295	20.894*
	Distributive	0.288	0.085	3.38	0.000*			
	Procedural	0.166	0.088	1.88	0.063*			
3	(constant)	3.037	0.219	13.890	0.000*	0.159	0.140	8.764*
	Distributive	0.052	0.073	-0.713	0.478**			
	Procedural	0.272	0.076	3.565	0.001*			

Source: Primary data *p-value<0.05 **p-value<0.10 DV: work engagement

Table 8 represents the impact of organisational justice on work engagement with the help of multiple regression. The significance of model fit has been achieved with an observed F-statistics 74.909 with a p-value less than 0.05. The value of Beta in the table indicates that organisational justice has 43% impact on employees’ work engagement. The independent variable explains 44 percent variation in

dependent variable. The result shows that organisational justice has positive and significant impact on employees’ work engagement because p value is less than 0.05 (significance level). So, the hypothesis 3 is rejected as organisational justice has direct effect on perception about work engagement.

Table 8: Overall Regression between Organisational Justice and Work Engagement

Variables	Unstandardized Coefficients		t-value	Sig.	R-square	Adjusted R-square	F- statistics
	B	Std. Error					
(constant)	2.337	0.176	13.283	0.000*	0.443	0.438	74.909*
Organisational Justice	0.430	0.050	8.655	0.000*			

Source: Primary data *p-value<0.05 DV: Work Engagement (WE)

Managerial Implications of the Study

The present study focused on the employee’s perception regarding organisational justice and work engagement in Indian banking sector. Results revealed in the study have several practical implications for banking sector. Significant difference is noticed in the perception of employees with respect to gender, age and experience. The study found significant positive correlation between the dimensions of organisational justice and work engagement. In this paper, a significant and positive impact of organisational justice on work engagement has been found. Results reveal that organisational justice is the most significant variable that will affect work engagement. The results of the study have a few implications for banks

to better understand and control factors that may guide to improved levels of work engagement. Hence, the present research is relevant and timely.

Limitations and Future Research Directions

The study supports the relationship between organisational justice and work engagement. Employees were the only source from whom data was collected and used to test the hypotheses. Moreover, data has been obtained from a relevant sample of banking sector. It might be beneficial to obtain data from other types of companies in the same industry or even different industries to examine whether the relationship can be generalised. Future research might

be able to establish causal relationships using longitudinal data. Data can be tested simultaneously using more sophisticated procedures. Future research can also examine the mediating variables between organisational justice and work engagement. This research also encourages the researchers to further investigate on this topic and find other variables affecting work engagement. We would encourage future research to replicate this study while incorporating additional contextual variables in the model relating organisational justice and work engagement such as factors related to commitment, organisational citizenship behaviour, and trust.

Discussion and Conclusion

Results of this study suggest that organisational justice plays a prominent and significant role in promoting work engagement in banking sector. Employees in banking sector may improve the stage of work engagement by employing organisational system that supports organisational justice. The results are similar to the findings of study carried out by different researchers as mentioned in the review of literature (Inoue *et al.*, 2010, Gupta & Kumar, 2012; Strom *et al.*, 2013). It is found that perception about procedural justice significantly varies across gender. Procedural justice, vigour, and absorption are found to be significantly related to age and experience. Conversely, results indicate that distributive justice and dedication have no relation with age and experience of employees. Age and experience of employees within select organisation significantly affect their perception towards fair procedures adopted in their organisations. Further, positive and significant correlation is found between organisational justice and work engagement (Cohen-Charash & Spector, 2001; Colquitt *et al.*, 2001; Dirks & Ferrin, 2002; Huifan, 2012; Dehaghani & Shekarian, 2014). Findings also suggest that there is positive and significant impact of organisational justice on work engagement (Colquitt *et al.*, 2001; Kickul *et al.*, 2005; Ghosh *et al.*, 2014; Khuong & Dung, 2015). So, one can simply appreciate the importance of two dimensions of organisational justice viz. distributive and procedural justice to strengthen work engagement (Alvi & Abbasi, 2012). To make employees engaged in the organisations, managers should lay emphasis on equitable and fair justice to employees together with clear and consistent procedures in the working. As managers communicate clearly and make fair decisions and follow

procedures, employees trust them more and they will be more dedicated towards their work.

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