

Justice Perception and Work Engagement among Teachers: Study of Govt. Business and Commerce Schools of Sindh

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Abstract

The objective of this study was to empirically investigate the impact of Justice Perception on Work Engagement. In order to substantiate the rationale of the study, the data was gathered making the permanent faculty members as respondents of the study engaged in various Business and Commerce Schools/Institutes of Sindh. Cross sectional survey based study has used an adopted data collection instrument to collect the data from 300 faculty, using Krejcie and Morgan (1970) sample size for the study was determined. Probability sampling technique was used to target the accessible population. Applying the self determination theory (Deci & Ryan, 1985) and using deductive approach the formulated hypotheses were tested. Using multiple linear regression analytical technique the hypotheses were tested. The results revealed that Distributive Justice, and Interactional Justice and Significant and positive Impact on Employee Engagement. Whereas the Procedural Justice did not show any impact on work engagement. The outcome of the study significantly recommends that if the fairness in distribution, and treatment is uphold the employees dedication toward the job will be increased.

Keywords: Organizational Justice, Procedural Justice, Faculty, Public Sector, Sindh, Pakistan

1. Introduction

The fairness and equity in the allocation of due resources and equitable dignified treatment is social need of the people in any social circle. The working environment constitutes the social circle of the professionals. It has been proclaimed that the organization justice is one the most significant element of organizational practices (DeGoey, 2000; Cremer, 2005; Ashraf et al., 2019). The justice can be understood the perception of the people, employees regarding the equitable treatment. Organizational Justice and has been studied as three interlinked types i.e. Distributive Justice, Procedural Justice, and Interactional Justice (Greenberg, 1987). The fairness regarding allocation of resources is perceived and distribution justice, an individual used to compare rewards with that of his/her counterpart and with the people engaged on similar rank in other organizations at least s/he desires to in equilibrium. Whereas the perception for the fairness in execution of procedures is perceived in positive answer the questions regarding application of procedures on him/her and that of his/her fellows, negate to is perceived as favoritism. An employee being the part and parcel of professional circle does limit to the fairness in distribution and procedures but also utterly desire to be dignified treated. It has been studied in working environment people may compromise on the allocation of resources, and procedures but not on interactional fairness. In recent few years, the significance to the treatment with employees in an organization has attracted the scholar manifold. For instances Patterson (2001) recommended that the organizations are required to provide a fair arena to each and every employee working for them instead of laying more value to their other physical resources. The rationale behind such proposition was that the people exhibit their reaction as per the treatment they are receiving.

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The organizational justice has not only significant research construct because it is good contribution for employee wellbeing, rather it is also essential for efficient and effective survival of the organizations (Akram et al., 2020). The system based on improved organizational justice will certainly positive contributor in sustainable organizational productivity (Karkoulian, Assaker, & Hallak, 2016). The endeavor of this study is to empirically test the impact of organizational justice on Employee Engagement, with special reference to Public Sector Business and Commerce School/Institute of Sindh.

Being in working environment in today's contemporary world is an integral part of human life. As it is the fundamental mean to accomplish the needs and spend quality life. The engagement with the work is most important elements which influence the employees' contribution in organization and organizational productivity. Baker et al. (2008) described work engagement enthusiastic and dedicated contribution toward the work. Work engagement has been studied as pivotal manifestation to the quality of working life (Gülbahar, 2017). Besides that it perform an important function in evaluating the quality of behaviors of employees in discharging their duties. Thus work engagement has been the significant factor in evaluating the performance and contribution of employees in organizational productivity. The significant nexus of justice perception and engagement with work has been studied extensively, however very few studies have witnessed to study such type of casual relationship among teachers, particularly those who are engaged in imparting education to undergraduates and graduates, more specifically in business and commerce schools.

2. Theoretical Framework

With the intention to evaluate the core theme of the study, self-determination theory pioneered by Deci and Ryan (1985) has been applied support the hypotheses with theoretical foundation. Self determination theory postulated that people are inherently persuaded or motivated by the essence of need for individualistic gain/growth. The main variable of this study is organizational justice, which refers to the fairness perception its positivity certainly motivate the employees to uphold the higher order engagement.

Organizational Justice

Since Greenberg (1987) pioneered the concept of organizational justice, the research construct has been studied as multidimensional construct. The concept of justice in organization has been described as a person's sensitivity to fairness fairness in his/her working organization (Greenberg, 1987). Even though several contradicting arguments about dimensions of organizational justice, the scholars have studied organizational as tri-factor model, namely distributive, procedural and interactional justice (e.g., Krings & Facchin, 2009). At the beginning organizational behavior studies considered the distribution justice as fairness in decisions regarding equitable allocation of outcomes (Adams, 1965; Leventhal, 1976). Hence Adam's (1965) Equity theory postulated that a person's perception to equity or inequity is nurtured by weigh against their input/output ratio to the people working with him/her and with the others working on similar positions in other organizations. Issues about fairness resulted from resource allocation, were moved to allocation decision progression, termed as procedural justice, hence numerous researchers argued that perceived fairness may also be affected by the procedures applied to value the contribution via outcome distribution (Thibaut & Walker, 1975). Whereas the main approach to justice in procedures has draw the line distinction between procedural justice and distributive justice, but the interpersonal factors of the decision making procedures were not be exclusively explained. Thus Bies and Moag (1986) argued that the manner employed to treat the people while decision making can be termed as interactional justice. The quality of treatment plays significant role in determining the fairness perception among employees. The scholars have studied the impact of justice on various employees' behaviors. Such as positive organizational behavior (Pan et al., 2018) job performance (Ashraf et al., 2019) Satisfaction with Job (Afridi & Balouch, 2018), employee commitment, organizational citizenship behavior (Cahyani, 2020) workplace dissent (Ozsahin & Yurur, 2019), and conflict management (Tatum & Eberlin, 2006)

Work Engagement

Work engagement, from the perspective of its significant effect on employee contribution and overall satisfaction, has been considered as psychological state (Rothbard, 2001; Salanova, Agut, & Piero', 2005). The concept of work engagement refers to the dedication and enthusiastic contribution of an employees to organizational productivity (Kahn, 1990). Kahn (1990) argued that when an employee express him/herself truly in terms of physical, emotional and cognitive contribution s/he is believed to highly engaged. On the other Saks (2006) uttered that state of being engaged does not mean to be concentrated and limited on a particular objective, rather it is a situation that is highly dependent on psychological condition. Schaufeli et al. (2006) refers the engagement as affirmative and accomplishing situation which is related to vigor, dedication and absorption. *Vigor* refers to higher order oomph or energy and cognitive stability while on work, and also is related to employees' dedication to contribute more than extra to acquire the predetermined goal even in the presence of unfavorable conditions. *Dedication* refers to an individual's maximum attention and interest to his/her job and experiencing the utter sagacity, reasonableness, and challenge. *Absorption* refers to individual's exceptional concentration towards the job, exhibition of fuller commitment and showing the higher order satisfaction which indicates no excuse of time (Bakker & Demerouti, 2008; Gonzalez-Roma, Schaufeli, Bakker, & Lkoret, 2006; Schaufeli & Bakker, 2004).

Hypotheses Formulation

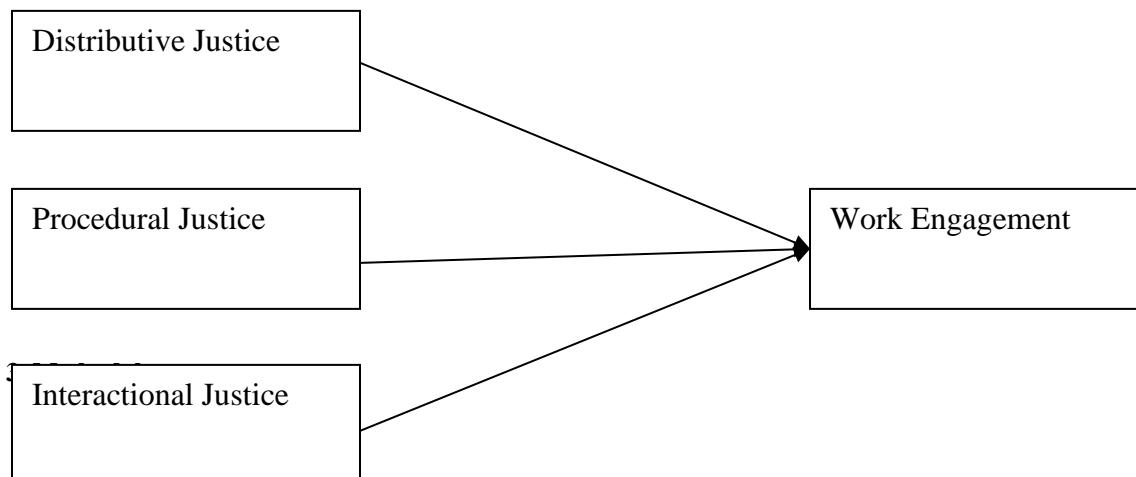
In every work settings the perception of fairness and justice among employees is predominantly important to usher the positive work related behavior and mitigate the negative work behavior. Such as the denial of justice may cause to increase the burnout level, turnover intention, and positive fairness can increase the dedication and engagement to work. Thus the Saks (2006) argued and found that justice in execution of procedures is positively and significantly related with employee engagement. Saks also provide empirical evidence that distributive justice is also significant predictor of employee engagement. Several scholars have argued that interactional justice is slightly distinct from the distributive and procedural justice. However number of scholars also argued that interactional justice has significant impact on employees' behaviors (Ambrose, 2002). Interactional justice has been studied as third type of organizational justice (Bies, & Moag, 1986) which has also gained importance (Ashraf et al., 2018). On the basis of given empirical evidences following hypotheses have formulated for this study to test:

H₁: Distributive Justice significantly and positively impacts on Work Engagement

H₂: Procedural Justice significantly and positively impacts on Work Engagement

H₃: Interactional Justice significantly and positively impacts on Work Engagement

Research Model



Since the study intended to check the causal effect of organizational justice along with its 3 dimensions on work engagement, therefore the study was causal in design, and the collected data has been quantitatively analyzed therefore the study is quantitative in type. Using the deductive approach applying the theory, the faculty members engaged in various business and commerce schools/Institutes were targeted to be the respondents of the study. In this regard the population frame was made available upon the request to directors and heads of the institutes. It was revealed that there were around 1866 full time faculty members engaged in public owned business and commerce schools of Sindh. Using the Krejice and Morgan (1970) table the sample size for the study was 317. The study population, out of which the sample was drawn, was distinctively divided into classes into lecturers, assistant professors, associate professors, and Professors. In order to accumulate true representation the proportion of each stratum were requested for response. Hence the stratified random sampling technique has been used in this study. With the intention to measure work engagement levels among faculty members the “Work Engagement Scale (Utrecht Work Engagement Scale) of Schaufeli and Bakker (2004) has been used to collect the data. to measure the organizational justice along with its dimensions 20 items scale of Colquitt (2001) were adopted to collected. Both scales were based on five point likert scale, 1 being least level of agreement and 5 being most level of agreement.

4. Results and Data Analysis

Demographic Profile

Table 1

Variables		Frequency	Percent	Cumulative Frequency
Gender	Male	201	62.8	62.80
	Female	119	37.2	100.0
Designation	Lecturer	94	29.4	29.4
	Assistant Professor	82	25.6	55.0
	Associate Professor	77	24.1	79.1
	Professors	67	20.9	100.0
Marital Status	Married	230	71.9	71.9
	Single	90	28.1	100.0

Table 1 captioned demographic profile, shows the descriptive statistics for the demographic variables. Table shows that 62.8 percent of the respondents were male and 37.2 percent were female respondents. The faculty engaged in various business and commerce schools/institutes were designated into four distinct classes, namely lecturers, Assistant Professors, Associate Professors and Professor. The related statistics is given against each category given in the table 1. The table further shows that 71.9 percent of respondents were married.

Table 2

Reliability Statistics

Variables	No. of Items	Reliability
Procedural Justice	5	.946
Distributive Justice	6	.755
Interactional Justice	5	.927
Work Engagement	7	.867
Overall	23	.776

Reliability and Validity Statistics

For testing the reliability and validity of the measurement scales use in this study, Cronbach's alpha Reliability and factor analysis were executed. The results for Reliability using SPSS given in table 2 shows that reliability for procedural justice .94, however one of item showed lower load were eliminated from the scale. The reliability statistics for Distributive Justice was .755, which confirms excellent internal consistency among the items used for measuring perception for distributive justice among faculty members. The results for Interactional Justice given in table 2 also showed high reliability, thus was excellent scale to measure the perception for interactional justice. Similarly the 7 items used for measuring work engagement level among faculty members also showed good internal consistency given in table 2. While performing exploratory factor analysis on work engagement in accordance with the Schaufeli and Bakker's (2004) research this work engagement in this study retained with one factor model and that factor explained 70 percent variance. The factor analysis for organizational justice as per Colquitt's (2002) study revealed three factor model with 73 percent variance. There were no cross loading among the items, thus discriminant validity were also established.

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	VIF
		B	Std. Error	Beta			
1	(Constant)	.400	.098		4.073	.000	
	Dist_Justice	.177	.040	.221	4.439	.000	1.230
	Proc_Justice	.055	.030	.102	1.868	.063	1.262
	Intera_Just	.450	.075	.805	5.973	.000	1.433
R-Squire .720							
F =525.577, p=0.000							
Durbin Watson = 2.000							
a. Dependent Variable: Work_Eng							

With the intention to evaluate the causal impact justice in organization on the sense of engagement of the employees to the work, the multiple linear regression was applied. The table regarding regression output given in table 3 shows that the Durbin Watson Coefficient is well below 2.5 threshold, and VIF value is also below that 10 authenticates the absence of multicollinearity and autocorrelation (Hair et al., 1998). The regression outcome confirms that the model is significant (F=525.577, $p < 0.01$). The justice dimensions i.e. procedural justice, distributive justice and interactional justice collective explain 72 (Adjusted R-Squires=.720) percent variance in work engagement of faculty members. The t-values in association with regression coefficient were evaluated, it indicates the procedural justice ($t = 1.868$, $p > 0.05$), distributive justice ($t = 4.439$, $p < 0.01$) and interactional justice ($t = 5.973$, $p < 0.01$). The standardized beta coefficient effect of regression model given in the table 3 shows that procedural justice ($\beta = 1.02$, $p > 0.05$), distributive justice ($\beta = .221$, $p < 0.01$) and interaction justice ($\beta = .805$, $p < 0.01$). The results given in table 3 confirm that there is evidence empirical evidence regarding significant positive effect of distributive justice and interactional justice on work engagement level of faculty. However the effect of procedural justice was in significant. The β value of distributive justice indicates that every single unit change in distributive justice will bring significant change in work engagement, holding other factors constant. Similarly the β value of interactional justice indicates every one unit change in interactional justice will cause the significant positive change in work engagement by 0.805 controlling other factors constant. The hypotheses significant and positive effect of distributive and interactional justice on work engagement is retained whereas the results indicate insignificant effect of procedural justice on work engagement were found, hence hypothesis is rejected.

5. Discussion and Conclusion

The main intent of this research was to determine the influence of justice in organization along with its three types on work engagement level of faculty members engaged in various business and commerce schools/institutes of Sindh. The related literature review was conducted regarding the effect of justice dimensions on work engagement, but the rationale for choosing the objective related to the faculty members have been witnessed as significant value addition to the education imparting organizations, and in this regard few studies were empirically conducted. To explain it more clearly, when faculty members perceive any injustice related to allocation of resources they are likely to indicate counter behavior, least level of engagement is one of them. If they perceive that they are being treated with respect even in the application of unwanted decision, they do not retaliate by disengaging themselves from the given task. If injustice in distribution, treatment is perceived the organization will likely to suffer in terms disengagement of employees, which may be more catastrophic (Ohiorenoya & Eguavoeno, 2019; Viseu, Rus, & de-Jesus, 2015).

The results through quantitative analysis confirmed that the perception of distributive and interactional justice among faculty members is significant, reason may be there is unified policy for pay and compensation, and security to the job with higher paying scale grades. Thus they are enjoying a good social and professional status. However the procedural justice was revealed to be least bothered justice construct, reason may sometimes in execution of procedures some favoritism is often witnessed in these organizations. Keeping in view the results of the study it can be reasonably argued that by promoting the justice perception the level of work engagement can be increased substantially. However the justice dimensions are seems to be so interlinked the any change in one dimension may be visible in another dimension, thus the injustice in distributive justice may be perceive as injustice in procedures and in interactional justice. The earlier studies have focused on banking sector, healthcare sector and industrial concerns. These studies also argued that the upholding the justice perception will yield the positive work related behavior. Nonetheless, diversified conclusions have been documented regarding justice dimensions and witnessed more effective to work engagement. For example, the study argues that employees having higher order ideology of transformation instead of struggling transformation, distributive justice instead of procedural justice may exhibit stronger engagement towards the work (Sze & Angeline, 2011). Some of the researchers have emphasis of distributive and procedural justice and significant contributor to work engagement (Saks, 2006); Ghaderi, Saidat and Moukani (2012) studied and found significant effect of procedural justice and interactional justice on work engagement level. Although empirical research evidences confirms the significant and positive effect of procedural justice on work engagement, however there are also availability of empirical evidence regarding no significant effect of procedural justice on work engagement, the findings of this study is in congruence of those studies (e.g. Alvi & Abbasi, 2012; Ghosh, Rai & Siha, 2014)

6. References

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