

ORGANIZATIONAL JUSTICE AND EMPLOYEE ENGAGEMENT IN HIGHER EDUCATIONAL INSTITUTIONS

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Abstract

The higher Educational institutions faculties are facing multiple challenges in their working environment. They has to play many roles like leader, tutor, planner, evaluator, counsellor etc., In teaching field the faculties have to face new day, new opportunities and new problems will arise frequently which they have to solve. The third largest higher education belongs to India in the world. The faculties have to work for the progress of the nation. Core of any higher educational institutions faculty members are the definers, gate keepers for academic excellence in which they hold to take decisions, fulfil their responsibilities. Nowadays the important property of an organization are efficient, motivated enthusiastic human resources called as faculties of educational institution. Employee Engagement and organizational justice is notified as “new and emerging area” of 21st century. The study revealed that higher organizational justice leads to higher employee engagement with sample of 100 faculty members in various institutions in Coimbatore district.

Key words: Educational Institutions, Employee Engagement, Organizational Justice

Introduction

Then employee engagement concept is the latest one. Most of the organizations feel that

employees work for the pay that is being given to them. But this type of thinking is out dated and faulty. Employee Engagement is extensive subject in the recent year research. The very first contribution to the academic literature on employee engagement is the seminal work by Kahn (1990, 1992) on personal engagement, who is regarded as an “academic parent of employee engagement work” Welch (2011). Shaw (2005) defined employee engagement is emotional commitment and intellectual to an organization. Towers Perrin (2005) found that there is a 5% increase in operating margin with 7% increase in employee engagement. Saks (2006) reveals that engaged employees are not only dedicated, loyal but also emotionally committed to the organization, experience better performance, reduced the absenteeism and also reduced likelihood of quitting their jobs. Several studies indicates that sense of justice increased among employees can have positive impact of organizational behaviour and work satisfaction in various aspects, Bhupatker (2003) McCain et al., (2010). Schaufeli, Salanova, Gonzalez-Roma and Bakker (2002) states employee engagement is a positive, fulfilling work related to state of mind that is characterised by vigor, dedication and absorption. When employees have high perceptions of justice in their organization, they are also more likely to feel

obligated to be fair in how they perform their roles by giving more of themselves through greater levels of engagement Cronpanzano and Mitchell (2005). Employee engagement has an positive effect on Organizational justice by Ghosh et al., (2014). Organizational justice is concerned with the ways in which employees determine if they have been treated fairly in their jobs and the ways in which those determinations influence other work related variables, Moorman (1991). Moorman (1991) summed up three dimensions to justice in the workplace as distributive justice, procedural justice and interactional justice (which includes informational and interpersonal justice).

Review of literature

Neihoff 1991 and Organ 1988 If the employees were perceive process in which the results of their evaluations to be fair or perceive the process by which the results allocations, decisions were made to be fair, and they are likely to reciprocate their behaviours by perform for their organizations benefit which goes beyond their performance and job. **Roof 2015** shows the relation between vigor, spirituality and dedication. **Schaufeli and Bakker 2003** measuring three factors in that six items were measured with association of high level energy to perform task and level of effort is high which will not easily fatigued, diligence or persistence which is dealing with difficulties and problems. Dedication is feeling important, proud, enthusiastic, inspired, challenged in one's job are measured with five items. Absorption is working with enthusiastic, happy and work intensely. **Walumbwa et al ., 2009** said to improve organizational justice there is in need of large amount of efforts from the maintaining competitiveness, work performance and modern firms devote. **Byrne and Cropanzano 2001 and**

Greenberg 1990 Organizational justice in general it said to reflection of perception of justice and related to the environment where working. **Alsalem and Alhaiani 2007** Explains organizational justice can help the employees by retaliate against the inequitable outcomes or inappropriate process and interactions. **Moorman 1991** classifies three dimensions for organizational justice is distributive justice, procedural justice, and interactional justice where it includes informational and interpersonal justice in the workplace. **Xanthopolou 2009** is explored about predicting engagement by means of personal resources such as self-esteem, self-efficacy and optimism are the major factors. **Biswaset.al., 2013** Social exchange theory (SET) is directly related to organizational justice which cause the emergence for employee engagement. **West 2005** argues about if a person feels emotionally positive can able to think in a flexible manner, they will have self-control and their mind will be working in an open-minded state which gives more effect on cope and less effect on defensive at workplace.

Objectives of the study

- ❖ To study the demographic profile of the respondents.
- ❖ To assess the level of Organizational Justice and Employee Engagement.
- ❖ To examine the relationship between Organizational Justice and Employee Engagement.
- ❖ To examine the influence of Organizational Justice and Employee Engagement.

Hypothesis

H01: There is no significant variation in Organizational Justice based on demographic variables.

H02: There is no significant variation in Employee Engagement based on demographic variables.

H03: There is a significant association between Organizational Justice and Employee Engagement.

Methodology

The descriptive research design is used in the study. The arts and science college faculties in Coimbatore district is taken as the universe of the study. The Assistant Professors, Associate Professors, Professors are included in the study. A sample of 100 faculties was included in the study by using Multi stage sampling. Questionnaire method was adopted for the data collection. The questionnaire consists of demographic variables namely age, gender, family type, marital status, educational qualification, designation, dependents, place of living, nature of job, years of experience, monthly income, additional work in-charge, hours spent on work. Organizational justice scale propounded by Niehoff& Moorman (1993) which consists of 20 items with three dimensions measured

on 7 point scale was used. Employee engagement scale was given by Roof(2014) which consists of 18 items with three dimensions measured by 5 point scale. The data was analyzed using mean, SD, t-test and ANOVA to analyse the data.

Analysis and Interpretation

Demographic Variables

The demographic profile of the respondents shows that majority 46.1 percent belong to 23-31 years, female respondents constitute 67.6 percent, 67.5 percent are married, 61.8% them are belong to nuclear family, 98 percent have 0-5 dependents, 38.2 percent are living in rural area, 32.4 percent of them has PG with Ph.D qualification, 60.8 percent of them are assistant professors, 49 percent of their jobs are permanent, 64.7 percent of them within 10 year of experience, 94.1 percent of their salary is between 5,000-49,000, 91.2 percent have additional work-in charge at workplace within 0-5, and 89.2 percent of them are working for 8-10 hours per day.

Table 1: Organizational Justice

Variable	Particulars	No. of Respondents	Percentage
Organizational Justice	Very High	24	20.0
	High	26	30.3
	Moderate	40	33.3
	Low	20	16.7
	Very Low	2	1.7
	Total	102	100.0

Table 1 shows that, 33.3 percent of faculties had moderate level of organizational justice, 30.3 percent of faculties had high level of organizational justice, 20.0 percent of faculties had very high level of organizational justice, 16.7 percent of faculties had low level of organizational justice, and 1.7 percent of faculties had very low level of organizational justice.

Table 2: Employee Engagement

Variable	Particulars	No. of Respondents	Percentage
Employee Engagement	Very High	22	18.3
	High	23	19.0
	Moderate	37	30.8
	Low	12	10.8
	Very Low	8	6.7
	Total	102	100.0

Table 2 shows that, 30.8 percent of faculties had moderate level of employee engagement, 19.0 percent of faculties had high level of employee engagement, 18.3 percent of faculties had very high level of employee engagement, 10.8 percent of faculties had low level of employee engagement, 6.7 percent of faculties had very low level of employee engagement.

Table 3: Difference in Organizational Justice based on Demographic Variables

Variables	Test	Value	Result
Age & organizational justice	ANOVA	F = 0.302 (P= 0.005)	NS
Gender& organizational justice	T-test	P=0.408 (P= 0.005)	NS
Family type& organizational justice	T-test	P = 0.132 (P= 0.005)	NS
Marital status& organizational justice	ANOVA	F = 0.040 (P= 0.005)	S
No.of.dependents& organizational justice	T-test	P = 0.093 (P= 0.005)	NS
Place of living& organizational justice	ANOVA	F = 0.613 (P= 0.005)	NS
Educational qualification& organizational justice	ANOVA	F = 0.749 (P= 0.005)	NS
Designation& organizational justice	ANOVA	F = 0.020 (P= 0.005)	S
Nature of job& organizational justice	ANOVA	F = 0.547(P= 0.005)	NS
No.of.years of service& organizational justice	ANOVA	F = 0.902 (P= 0.005)	NS
Monthly income& organizational justice	ANOVA	F = 0.004 (P= 0.005)	S
No.of.additional work in-charge& organizational justice	T-test	P = 0.004 (P= 0.005)	S
Hours spent on work & organizational justice	T-test	P = 0.160 (P= 0.005)	NS

NS- Not Significant

S - Significant at 0.05 level

Table 3 reveals that, Organizational Justice is significant with marital status, designation, monthly income, additional work in-charge.

Table 4: Difference in Employee Engagement based on Demographic Variables

Variables	Test	Value	Result
Age & employee engagement	ANOVA	F = 0.054 (P= 0.005)	NS
Gender& employee engagement	T-test	P = 0.290 (P= 0.005)	NS
Family type& employee engagement	T-test	P = 0.915 (P= 0.005)	NS
Marital status& employee engagement	ANOVA	F = 0.961 (P= 0.005)	NS
No.of.dependents& employee engagement	T-test	P = 0.961 (P= 0.005)	NS
Place of living& employee engagement	ANOVA	F = 0.608 (P= 0.005)	NS
Educational qualification&organizational justice	ANOVA	F =0.097 (P= 0.005)	NS
Designation& employee engagement	ANOVA	F = 0.398 (P= 0.005)	NS
Nature of job& employee engagement	ANOVA	F = 0.208 (P= 0.005)	NS
No.of.years of service& organizational justice	ANOVA	F = 0.176 (P= 0.005)	NS
Monthly income& organizational justice	ANOVA	F = 0.178 (P= 0.005)	NS
No.of.additional work incharge& organizational justice	T-test	P = 0.685 (P= 0.005)	NS
Hours spent on work & organizational justice	T-test	P = 0.440 (P= 0.005)	NS

NS- Not Significant

S - Significant at 0.05 level

Table 4 reveals that, the none of the demographic variable is significant with employee engagement among the faculties.

Hypothesis testing:

From the above tables it can be inferred that there is a significant influence of demographic variable namely - on the organizational justice of the respondents. Hence the null hypothesis is rejected and research hypothesis is accepted. The above table also reveals that no significant difference was found in employee engagement based on the selected demographic variables. Hence the null hypothesis is accepted and research hypothesis is rejected. The table also reveals that a significant positive relationship was found between organizational justice and employee engagement. Hence the null hypothesis is rejected and research hypothesis is accepted.

Discussion

The study revealed that moderate organizational justice and moderate Employee Engagement was found among the faculties in higher educational institutions. The result indicates that organizational justice and employee engagement is moderately related. That means when organizational justice increases employee engagement also increases. It might be because if an organization give consideration and respect to an employee it will motivate their working behaviour and it also influence the employee relationship in that organization. Soumendu Biswas, Arup Varma, and Aarti Ramaswami (2013) had conducted a study on linking distributive and procedural justice to employee engagement through social exchange: a field study in India. Research linking justice perceptions to employee outcomes has referred to social exchange as its central theoretical premise In this present study it is revealed that organizational justice and employee engagement are positively moderately correlated with each other. It is suggesting that

having a strong organizational justice can really work on the employee by improving their commitment and engagement in the organization and helps the organization to achieve its objectives.

Conclusion

The study concludes that Organizational justice and employee engagement of the faculties working in higher educational institutions was found to be moderate. The marital status, designation, monthly income, additional work in charge had a significant influence over the Organizational justice and employee engagement. The study also concludes that low Organizational justice leads to low employee engagement.

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