

Exploring the Nexus: Linking Organizational Justice to Employee Engagement in Indian IT Sector

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ABSTRACT

Organizational justice fosters equitable treatment and moral conduct inside a company. Work engagement is a pleasant mental state that is characterized by a strong connection to one's work through the application of energy, commitment, and deep focus. Justice serves as a catalyst for bolstering trust within the organization and fostering more employee motivation to collaborate. The current study explores the linkage among the perspective of employees on 3 dimensions of justice (distributive (DrJ), procedural (PrJ), and interactional justice (IrJ)) and the level of employee engagement, it also extends the antecedents-consequences model developed by Saks (2006). Additionally, it investigates the potential interconnection between the dimensions of justice. The survey included 496 IT employees, working in Delhi NCR. The information was gathered using the questionnaire. The scales given by Niehoff and Moorman (1993) and Bakker, A.B. & Schaufeli, W.B. (2001) were used to assess the perception of organizational justice and level of employee engagement respectively. The collected data was analyzed in SPSS version 2016. The statistical techniques of correlation and multivariate regression analysis were applied to the data. The findings show the correlation between DrJ, PrJ, and IrJ is statistically compelling at $P < 0.01$. Age, gender, and length of service have no significant impact on the level of employee engagement. Each dimension of organizational justice (DrJ and IrJ) is correlated with employee engagement (Vigor, dedication, and absorption).

The major finding of the study is that organizational Justice explained 18%, 28%, and 21% of Vigor, Dedication, and Absorption respectively. This also study sheds light on the association among the three dimensions of justice, providing valuable insights into the underlying processes for the level of employee engagement (EE). These insights can inform strategic interventions and policies aimed at improving workplace dynamics, fostering a culture of fairness and trust, and ultimately bolstering employee morale and commitment.

Keywords: Employee Engagement, Distributive justice, Interactional Justice, Job engagement, Procedural Justice, Organizational engagement and IT sector.

INTRODUCTION

In the ever-evolving and competitive business world, organizations are dedicated to creating environments that promote employee well-being, engagement, and productivity. Organizational justice is a pivotal concept in this pursuit. It encompasses how employees perceive the fairness of workplace policies, procedures, and interpersonal interactions. When justice prevails, it positively impacts engagement and overall organizational well-being. The study of organizational justice has emerged as a critical area of research, offering valuable insights into the dynamics of employee-employer relationships and their impact on organizational outcomes. Literature on organizational justice indicates that organizational justice is often explored with various aspects

such as employee attitudes (Marzucco et al. 2014), behavior (Fuchs & Edwards, 2012), job satisfaction (Pieters, 2018; Topbaş, 2019; Xerri, 2014), organizational commitment (Purang, 2011; Novitasari et al, 2021) performance (Suliman, 2007; Heffernan & Dundon, 2016), turnover (Huang et al, 2019; Misra, 2013), organizational trust (Saunders and Thornhill, 2023), OCB (Khaola & Rambe, 2021) and overall organizational effectiveness. Amoda-Gyarteng & Dhlwayo (2024) studied the relation between Organisational Justice and employee performance. Ishiyama & Tanaka (2024) studied the role of Organisational Justice in learning organisation. Zulkarnain et al (2024) discovered that organizational justice predicted quality work life. The study of organizational justice is important for promoting a positive work environment, enhancing employee well-being and motivation, improving organizational performance, reducing turnover, resolving conflicts, maintaining a positive reputation, and ensuring legal compliance.

Boosting job engagement and organizational justice leads to various positive organizational outcomes, including increased employee innovation, creativity, performance, and productivity (Suifan et. al, 2021). Hence, it is crucial to comprehend how individuals form assessments regarding fairness within their organizational contexts and how they react to perceptions of fairness or unfairness.

The primary intent of this study is to delve into the intricate connection between organizational justice and employee engagement. Using a comprehensive exploration approach for these two constructs, the study aims to uncover the extent to which perceptions of fairness within organizational practices and interactions influence the level of employee engagement within the workplace. Through a comprehensive exploration of organizational justice and its influence on employee engagement, this research aims to provide valuable insights to the domains of organizational behavior and human resource management. Through empirical analysis and theoretical inquiry, the study endeavors to shed light on the mechanisms underlying the dynamics between organizational justice and employee engagement, thus offering practical implications for fostering a more engaged and equitable work environment. The present study focuses on Employees of the Indian IT sector.

Objective of the study: The research endeavors to explore the connections between employees' perceptions of DrJ, PrJ, and IrJ within the Indian IT sector. Additionally, it seeks to understand how these dimensions of justice influence employee engagement, specifically in terms of vigor, dedication, and absorption.

REVIEW OF LITERATURE

ORGANISATIONAL JUSTICE

Organizations place considerable emphasis on fairness, recognizing its substantial influence on employees' perceptions of justice. These perceptions, in turn, shape job satisfaction and work behaviors (Agabe and Aleelo, 2024). Organizational justice, according to an individual is an assessment of the fairness, ethics, and moral integrity of management's behavior within a company, Agabe (2024). In 1961, Homans pioneered the concept of organizational justice, with a primary focus on distributive justice. Following this groundbreaking work, social scientists embarked on further exploration of this fundamental dimension of human behavior. The relevance of justice in organizational behavior research gained prominence following the influential works of scholars like Blau (1964) and Adams (1965). Over two decades ago, Greenberg (1987) introduced the concept of "organizational justice", which serves as an encompassing term that integrates various theories from social psychology and sociology. These theories focus on individuals' perceptions of fairness and demonstrate their relevance within organizational contexts. The theory of organizational justice, as outlined by Greenberg (1987), centers on individuals' perceptions of fairness within organizational settings. It categorizes employees' perceptions and emotions regarding how they and others are treated within the organization. Organizational justice is typically characterized by three separate facets, as outlined by McDowall and Fletcher (2004): DrJ, PrJ, and IrJ. When employees perceived fairness in how rewards, processes, interpersonal treatment, and information are handled, they were likely to reciprocate with increased job engagement by simultaneously investing physical, mental, and emotional energy into their work, (Deepa, 2020). Organizational justice concerns the fairness inherent in the regulations and social conventions governing businesses, particularly regarding the allocation of resources and advantages (distributive justice), the methods and protocols overseeing that allocation (procedural justice), and the caliber of interpersonal interactions (interactional justice). Organizational justice plays a crucial role in shaping employee attitudes,

behaviors, and organizational outcomes. When workers perceive equity in their workplace, they tend to experience greater satisfaction, commitment, and engagement. Conversely, perceptions of unfairness can result in adverse consequences such as decreased morale, increased turnover, and diminished organizational citizenship behaviors. Lind, Ambrose, and deVera Park (1993) contend that justice as workplace functions as a mental shortcut or a cognitive strategy. Rawls (Rawls, 1971) described justice as the best asset for social institutions, while Barnard (1938) recognized it as a fundamental cornerstone of collaborative efforts within organizations. Bakeer et al (2023) notice an Association between Organizational fairness and job satisfaction. The process of determining how rewards are allocated may hold greater importance than the actual outcome itself.

According to Colquitt et al. (2005) culture played a crucial role in shaping our cognitive frameworks for evaluating fairness and the significance attributed to justice. Fischer (2012) asserts that cultural factors influence individuals' needs and motivations regarding justice, leading to a deeper understanding of how perceptions of justice impact outcomes in the workplace. Story (2000), stated in his book "Human Resource Management: A Critical Text" that Studies have demonstrated that preferences for distributing outcomes vary across cultures. For instance, Americans tend to value equity, Indians emphasize need, and Dutch individuals lean towards equality. Organizational justice encompasses distributive, procedural, and interactional dimensions. These dimensions, although distinct in their definitions and application in managerial contexts, are interconnected and collectively form the foundation of organizational fairness (Ambrose & Schminke, 2007). Without each dimension, the establishment of effective organizational justice becomes challenging. For instance, achieving fairness in the allocation of employee benefits necessitates decisions supported by transparent procedures and reliable information.

Distributive Justice (DrJ): According to Greenberg (1990), distributive justice focuses on the fairness perceived in how resources are distributed. Distributive justice involves the fair allocation of responsibilities, rights, and rewards based on employees' skills and contributions, (Mubashar et. al, 2022). John Stacy Adams posits that individuals compare their inputs (contributions, effort, time, skill, loyalty, tolerance, and integrity) and output (rewards, compensation, job stability, acknowledgement, reputation, and advancement opportunities) to those of others in the workplace. People evaluate the equity of distributive justice by measuring their results against past personal achievements or the results achieved by their peers. This comparative analysis helps individuals determine if they are being treated fairly within a given system (Chan, 2000; Tyler, 1994). When individuals sense a disparity between their contributions and rewards relative to others, it can lead to a sense of unfairness, impacting their drive and contentment at work. This perception of inequity is crucial as it can influence an employee's engagement and performance (Adams, 1965). In essence, Adams' Equity Theory underscores the significance of fairness perceptions within the workplace and how they influence employee morale and conduct. The theory posits that employees are driven by a balance between their contributions and the rewards they receive, relative to others. When workers see this equilibrium as fair, they are likelier to be content and driven. The earlier studies on distributive justice focus on the fairness associated with the allocation and distribution of outcomes (Niehoff and Moorman, 1993; Deutsch, 1985; Homans, 1961; Colquitt, 2001). DrJ indicates "individuals' understanding of the rewards they have received are distributed fairly" (Folger and Cropanzano, 1998). "Distributive justice is the principle that ensures a fair distribution of societal benefits and responsibilities among individuals (Buchanan, 1992). Perceptions of distributed rights vary among individuals, as fairness is subjective. Administrative decisions are viewed as fair when they meet the expectations and standards of justice by those involved. (Aydin, 2008). Perception of DrJ means how individuals perceive justice in results or reward distribution in a particular situation. It involves subjective judgments about whether the distribution of resources, benefits, or rewards is considered fair or equitable based on one's own beliefs, values, and comparisons with others. Referent Cognitions Theory, as proposed by Folger (1986), suggests that individuals experience disappointment when they believe that their unfavorable outcomes were undeserved and they were entitled to receive a favorable outcome. Distributive justice is considered achieved when employees perceive that their contributions and outputs are evaluated impartially.

Procedural Justice (PrJ): It is the concept that emphasizes the importance of fair and transparent processes in decision-making, dispute resolution, and distribution of resources. It underscores the value of consistency, impartiality, and accuracy in procedures to ensure equitable treatment for all involved parties. This principle is vital in maintaining trust and legitimacy within any system or organization. It's not just about the outcome, but also about how people are treated throughout the process. Procedural justice ensures fairness in the way decisions are made and resources are distributed, focusing on equal treatment and transparency in the process, and it hinges on three key principles: correctability (ensuring procedures allow recipients to rectify unfair distributions), accuracy (enhancing the precision of information used in decision-making processes), and bias suppression (encouraging allocators to maintain impartiality) (Lind and Tyler, 1988). Procedural justice focuses on the methods management uses to reach fair decisions. Procedural justice is about ensuring that the processes for decision-making and resource allocation are conducted fairly, transparently, and with equal consideration for all involved, Yean and Yousof (2016). Callaghan (2024) suggested a reverse association between the fairness of organizational processes and the likelihood of employees considering resignation.” Thibaut and Walker’s research in 1975 revealed that the way procedures are perceived in terms of fairness plays a crucial role in determining people’s satisfaction with those procedures. This holds true even if the results of the procedures don’t match what they want. The concept of procedural justice serves as a buffer against the negative feelings that arise when the outcomes aren’t favorable. Folger and Greenberg (1985) emphasize that the methods used to achieve goals are crucial in various organizational contexts, such as distributing pay among employees, resolving labor disputes, or conducting performance appraisals. The manner in which these decisions are reached is a critical factor to consider. Huda and Islam (2024) found the importance of Procedural Justice in job satisfaction. When individuals encounter outcomes that do not align with their desires or preferences, procedural justice can mitigate the impact of dissatisfaction. Tyler and Blader (2000) argue that while positive outcomes naturally influence satisfaction with specific decisions, procedural justice significantly influences individuals' views of the entire organization. Employees are more probable to show increased loyalty and a commitment to the organization’s best interests when they view the decision-making process as equitable. Procedural justice emphasizes fairness in organizational processes, ensuring equitable treatment during decision-making. Research underscores its role in enhancing satisfaction and trust in management. Fair procedures not only boost employee morale but also foster organizational loyalty and commitment.

Interactional justice (IrJ): Bies and Moag (1986) introduced the concept of IrJ. It was concerned with the equitable and respectful treatment of individuals within an organization, particularly in the context of how they were communicated with and regarded during organizational processes. This dimension focuses on the quality of interactions between individuals and authorities, encompassing aspects such as respect, dignity, and transparency in communication. Interactional justice is an important in modeling employees' perceptions of fairness which influences their behavior, trust, and faithfulness to the organization. IrJ means the fairness of mutual treatment and communication in organizational processes. It focuses on the quality of interactions between individuals and authorities, considering aspects such as respect, dignity, and transparency in communication. According to Cropanzano & Greenberg (1997); Tyler & Bies (1990) IrJ is the social aspect of PrJ. However, research conducted by Bies (2001) and Hayes (1999) has underscored that IrJ represents a separate and unique aspect of justice.

Cropanzano and Mitchell (2005) proposed that interactional justice in organizations is founded upon the principles of social exchange theory and reciprocity. Cohen and Spector (2001) argued that an individual showed higher levels of commitment to organizational goals when they perceived fair treatment from authorities, as dictated by the norm of reciprocity.

THE INTERCONNECTEDNESS AMONG THE 3- DIMENSIONS

DrJ and PrJ are recognized as two different concepts within the field of organizational behavior. The former focuses on the equity of the results received by individuals, while the latter examines the equity of the methods and procedures that lead to these results (Konovsky, 2000). A significant body of research exists exploring the interplay between these two dimensions of justice. Studies on workplace justice have highlighted three main elements: distributive, procedural, and interactional justice (Tata, 1996). Research indicated that these

components exerted varying impacts on outcomes, with procedural justice playing a more significant role than distributive justice (Barling, 1993). Skarlicki (1997) consistently demonstrated a robust correlation among PrJ, DrJ, and IrJ in research findings. Hauenstein (2001) found a robust correlation of 0.64 between procedural and distributive justice. Greenberg (1990, 1993) categorized IrJ into two subcategories: interpersonal and informational. Ekune and Anthony (2024) found that there exists a meaningful and beneficial correlation among the various aspects of organizational justice. IrJ refers to the fairness of the treatment individuals receive during interactions, while IrJ justice pertains to the transparency and appropriateness of communication during organizational processes. The current study only considered distributive, procedural and interactional dimensions of organizational justice.

Sheppard et al. (1992) suggested that the equitable processes encompassed by procedural justice was instrumental in ensuring the fair distribution of outcomes, thereby underpinning the achievement of distributive justice. They propose that procedural justice pertains to the regulations and procedures employed to allocate rewards to employees,

DrJ refers to how employees perceive the allocation of rewards (stemming from procedural justice) as fair based on their performance inputs. Research conducted by Alexander and Ruderman (1987), studied the effects of DrJ and PrJ judgments concurrently, revealed that procedural justice predominantly influences individuals' reactions within groups. Procedural justice, as defined by Suliman and Kathairi (2013), is contingent on both organizational procedures and supervisory behavior in their implementation. In contrast, Scandura (1999) distinguishes between procedural and interactional justice, suggesting that supervisors' actions primarily influence interactional justice rather than procedural justice. Based on the existing literature following hypotheses are formulated.

H1: There is a +ve relationship between the perception of DrJ and PrJ in the employee's Indian IT sector.

H2: There is a +ve relationship between the perception of PrJ and IrJ in the employees' Indian IT sector.

EMPLOYEE ENGAGEMENT

Kahn (1990) characterizes employee engagement as the active involvement of organizational members in their work roles, where individuals fully utilize and demonstrate their physical, cognitive, and emotional capacities while performing their duties. Engagement entails being both mentally and physically present while fulfilling an organizational role. The past studies define employee engagement as an umbrella concept and there is no single and generally accepted definition of it. According to Baumruk, Richman, and Shaw; 2004, 2006, and 2005, respectively,

Employee engagement was commonly understood as the deep commitment and dedication individuals have towards their organization, encompassing both their emotional and intellectual involvement. Engagement is a sustained and all-encompassing emotional and mental state that is not tied to a specific object, event, person, or action (Stankevičiūtė (2021). Employee engagement, as defined by the Gallup organization, entails the active involvement with and enthusiasm for one's work. This concept is likened to a positive emotional attachment and commitment among employees, as described by Gallup and cited by Dernovsek (2008). Employee engagement, according to Robinson et al. (2004), is characterized by a favorable disposition that employees hold toward the organization and its values. When employees find their work personally meaningful and feel secure and capable in their workplace, they are more likely to fully engage in their roles, putting in physical, mental, and emotional effort (Deepa, 2020). An engaged employee shows comprehension of the business context and works together with colleagues to improve job performance for the betterment of the organization. Employee engagement is a complex motivational state that encompasses more than job involvement, occupational gratification, and organizational faithfulness. It is a broader concept that involves the complete investment of one's entire self in the execution of a task or role (Saks, 2021). Establishing and fostering engagement necessitates a reciprocal relationship between the employer and the employee. High levels of engagement are associated with various positive outcomes, including increased retention rates, higher productivity, and enhanced innovation. In a competitive industry landscape where, skilled talent is in high demand, organizations need to prioritize employee engagement to attract and retain top performers. Truss et al. (2006) simplifies the concept by defining it as "passion for work," a psychological state that encapsulates the three dimensions of engagement outlined by Kahn (1990) and reflects the overarching theme present in these definitions. Schaufeli, Salanova, et al. (2002) conceptualized engagement as a continuous

and favorable emotional and motivational condition experienced by employees, marked by high levels of vigor, dedication, and absorption in their work.

Vigor: Schaufeli & Bakker (2004) described vigor as having abundant energy and mental strength while working, showing eagerness to exert effort, and demonstrating persistence in overcoming challenges. Individuals with high vigor exhibit stamina and enthusiasm in their tasks, demonstrate a strong willingness to exert effort and persevere in tackling job-related difficulties. Vigor is an essential part of the broader concept of employee engagement, reflecting an employee's physical and mental investment in their work, Heman et.al (2024), Jaya & Dawood (2020) found that vigor positively and significantly influences employee performance in IT firms located in Chennai. Employees with strong physical energy were more inclined to put in extra effort and maintain determination to achieve success in any situation, Deepa (2020). Carter et al. (2016) and Winowoda (2018) found that employees exhibit high levels of vigor, they display several key characteristics that contribute to improved performance:

Dedication: Schaufeli & Bakker (2004) suggested that dedication represents an emotional connection employees feel toward their work. It entails enthusiasm for their tasks, pride in their accomplishments, and a sense of inspiration and challenge derived from their work and the organization they are part of. Employees with high dedication scores exhibit strong enthusiasm and pride in their work and the organization. Employees view their job as a challenge that inspires them to perform at their best, thereby enhancing employee performance within the company, Deepa (2020). Fauzi & Ed's (2016) and Fan & Cai (2017) found that dedication has a positive and significant impact on both task performance and contextual performance.

Absorption: Schaufeli & Bakker (2004) defined absorption as the state where employees are fully engrossed in their work, exhibiting behavior characterized by complete concentration. Employees experiencing absorption tend to lose track of time while working, finding it difficult to disengage from their tasks. Lewiuci et al. (2016) and Meilia & Setyowati (2016) stated that absorption significantly contributes to employee performance. According to Heman et.al (2024), absorption is a vital aspect of employee engagement that reflects an employee's emotional involvement in their work. When employees are mentally focused, they stay on task and demonstrate commitment and a strong drive to achieve their work objectives, Deepa (2020). Absorption is a key aspect of employee engagement and refers to the state of being deeply engrossed in work to the point of feeling a high level of concentration and interest in tasks, Gusti (2024).

ORGANISATIONAL JUSTICE AND EMPLOYEE ENGAGEMENT.

Saks' research from 2006 presented a framework that identifies the factors leading to employee engagement and the subsequent effects it had within an organization. The model suggested that certain factors, known as antecedents, influenced specific outcomes, known as consequences, in the context of employee engagement. This model posited that variables such as organizational justice, leadership behaviors, job characteristics, and organizational support serve as antecedents that impacted employee engagement, which was considered a critical outcome in organizational settings. By examining the relationships between antecedents and consequences, the model aims to provide insights into the relationship between Organisational justice and level of employee engagement in the workplace.

Social exchange theory (SET) is a prominent conceptual framework widely used to comprehend workplace dynamics and behaviors. The theory of social exchange, as outlined by Cropanzano and Mitchell in 2005 offered a robust theoretical basis for understanding the levels of engagement displayed by employees within their work environment and towards their organization. This theory provides valuable insights into how individuals' perceptions of organizational justice can impact their engagement with their work and the organization. SET posits that reciprocal obligations emerge through ongoing interactions between parties, leading to the development of trusting, loyal, and mutually beneficial relationships as long as certain exchange rules are followed (Cropanzano and Mitchell, 2005). The principle of organizational justice, which assesses how employees perceive fairness within their work setting, is a key factor that shapes the nature of their interpersonal exchanges at work (Kashyap et al., 2007). Studies in the field of organizational justice indicated that when employees feel they were treated equitably, they tend to develop favorable views of their employer and were more inclined to exhibit behaviors that benefit the organization. This reflected the strong link between an individual's perception of fairness and their subsequent attitudes and actions within a corporate

setting (Barling and Phillips, 1993). Employees who sensed a strong presence of fairness within their workplace were often motivated to respond in kind by exhibiting equitable behavior in their work and showing a greater degree of involvement (Cropanzano and Mitchell, 2005). Venkataramanan (2023) found that distributive justice significantly impacts employee engagement in the IT sector in South India. The engagement framework by Maslach et al. from 2001 identified the necessity of equitable and just conditions in the workplace as fundamental for fostering employee involvement. It was suggested that when employees perceive fairness at the place they work, it can contribute to enhancing their level of engagement. In other words, positive perceptions of fairness can act as catalysts for fostering greater employee engagement, as indicated by Maslach et al. (2001).

Job Demands-Resources (JD-R) Model is a significant framework used to understand employee well-being and ill-being. Developed by Eva Demerouti and Arnold Bakker (2004), this model highlights two interconnected psychological processes that impact employees. Job demands (such as time pressure, heavy workload, and role uncertainty) can lead to strain and negatively affect health and Job resources (such as coaching, learning opportunities, and positive relationships) enhance motivation and productivity. When resources are abundant, employees are more engaged and perform better. According to Bakker and Demerouti (2007) and Demerouti et al. (2001), The energetic process of the Job Demands-Resources (JD-R) Model suggests that high job demands deplete employees' mental and physical energy, leading to strain reactions and health issues. Job resources, as outlined by Schaufeli and Bakker (2004) and Hakanen, Bakker, and Schaufeli (2006), enhanced work motivation and encourage employee work behaviors such as level of employee engagement. Engagement at work is often studied concerning Job Demands-Resources model, as lack of resources have been linked to employee non- engagement (Demerouti et al., 2001; Maslach et al., 2001). Job resources, as defined by Bakker and Demerouti (2007), encompass a range of factors within the job environment that contribute to achieving work objectives. These resources may include physical, psychological, social, or organizational elements. Perceptions of procedural, distributive, and interactional justice can view as resources that can enhance employee engagement by supporting goal attainment.

Sheppard et al. (1992), and Folger (1993), had highlighted the detrimental effects of perceived organizational injustice on employees. When employees perceive decisions and actions within the organization as unfair or unjust, they often experience -ve emotions such as anger, outrage, and resentment. This sense of injustice may lead employees to engage in retaliatory behaviors or acts of retribution (Skarlicki & Folger, 1997). Distributive justice primarily concerns the fairness of outcomes, including the distribution of rewards, resources, and benefits among employees. When employees perceive unfairness in the distribution of specific outcomes, such as promotions, salary increases, or recognition, it can evoke strong emotional responses. For instance, if an employee believes they were unfairly passed over for a promotion despite meeting all the qualifications, they may experience feelings of disappointment, frustration, or even resentment. In a study by Wayne et al. (2002), a robust and favorable correlation was observed between distributive justice and perceived organizational support. According to DeConinck et al. (1996), distributive justice is positively associated with both pay satisfaction and overall work satisfaction. Greenberg (1990) discovered incoming mistakes in the conclusion of employees related to the lack of distributive justice. Distributive justice is connected with a feeling of happiness linked to particular results, like satisfaction in payment. Reverse to this, procedural justice influences the whole evaluation concerning the organization and its authorities, including trusting in supervision and commitment to the organization. Essentially, the fair distribution of emergent rewards and exposing procedures perform essential jobs in forming the employees' views and attitudes inside an organization (Sweeney and McFarlin, 1993). Procedural justice generally covers the implementation of clear and fair decision-making protocols, as well as giving employees a chance to include themselves in the decision-making procedures (De Cremer et al., 2008). Views on procedural and distributive justice have a notable effect on work engagement (WE) and organizational effectiveness (OE). These aspects of justice perform a vital function in sculpting employee engagement and universal organizational exertion (Saks, 2006). However, his outcomes solely supported a positive influence of procedural justice on OE. Gupta and Kumar (2012) uncovered that both distributive and procedural justice equally influence work engagement. Their learning emphasized the importance of these justice dimensions in shaping employee engagement. Ram and Prabhakar (2011) detected that procedural justice has a considerable and affirmative influence on the view of distributive justice and perceived organizational support (POS). There was a proposal

that supervisors perform a crucial job in assuring fair and impartial execution of procedures. Research by Colquitt et al. (2001) indicated that procedural justice is related to results linked to the organization, while interactional justice is connected to results linked to managerial aspects. Cohen-Charasch and Spector (2001) found that views of interactional justice execute a crucial duty in forming numerous workplace outcomes. Accurately, they discovered that interactional justice is positively linked to Inspector Commitment, Leader-Member Exchange (LMX), and Supervisor Satisfaction. These findings underline the significance of fair and respectful interactions between employees and their directors in nurturing positive organizational dynamics. Grounded on the present literature our conjecture that:

H3: Perception of distributive justice is positively related to employee engagement (vigor, dedication, and absorption) in the Indian IT sector.

H4: Perception of procedural justice is positively related to employee engagement (vigor, dedication, and absorption) in the Indian IT sector.

H5: Perception of Interactional justice is positively related to employee engagement (vigor, dedication, and absorption) in the Indian IT sector.

RESEARCH METHODOLOGY

The research design for this study involved a quantitative approach aimed at analyzing the associations between perceived organizational justice and its 3 dimensions and employee engagement dimensions (vigor, dedication, and absorption) among employees in the Indian IT sector, specifically in the Delhi NCR region. A stratified random sampling method was utilized to select 496 employees working across various IT firms in the area. The participants considered in the research encompass individuals engaged in software roles such as Programmers, Software Engineers, Project Leaders, Project Managers, and Delivery Managers. Employees in other roles within Indian IT services firms, such as those involved in support functions like marketing, sales, operations, finance, etc., are not included in the study. The data collecting instrument was structured questionnaire comprising three parts. The first part focused on organizational justice with 19 items, including subsets for distributive justice (5 items), procedural justice (6 items), and interactional justice (9 items). The second part assessed employee engagement with 17 items covering vigor, dedication, and absorption. Additionally, demographic information was collected in the third part. The questionnaire employed a 5-point Likert scale to gauge respondents' agreement or disagreement with each statement. The Organizational Justice Scale by Neihoff and Moorman (1993) and the Utrecht Work Engagement Scale (UWES) by Schaufeli and Bakker (2003) were used to measure organizational justice and employee engagement, respectively.

After the data was collected, statistical analysis, the means, standard deviations, and correlations of variables were computed to provide a descriptive overview of the dataset. Multivariate regressions were then conducted to predict job and organization engagements based on various factors. In the descriptive analysis, means represented the average scores of each variable, while standard deviations indicated the variability or dispersion around the mean. Correlations were used to examine the strength and direction of relationships between different variables, providing insights into their associations. Following the descriptive analysis, multivariate regression analysis was employed to predict job and organization engagements.

Analysis and Interpretation

The demographic profile of the respondents in this research study reveals important insights into the composition of the sample. The majority of respondents were male, comprising approximately 64% of the sample, while females accounted for about 35%. Additionally, a small percentage (approximately 1%) preferred not to disclose their gender. Age distribution among respondents varied, with the highest proportion falling in the age range of 30 to 35 years (around 34%), followed by 25 to 30 years (approximately 31%). Smaller proportions were observed in other age brackets, including 35 to 40 years (approximately 18%), 20 to 25 years (around 11%), and above 40 years (approximately 6%). Regarding length of service with the firm, the majority of respondents had shorter tenures, with approximately 26% serving between 0 to 2 years and around 32% between 2 to 5 years. Moderate lengths of service were observed in approximately 25% of respondents (5 to 10 years), while smaller proportions had longer tenures (10 to 15 years: approximately 12%, and 15 to 20 years: about 5%). These demographic characteristics provide valuable context for understanding the perspectives and experiences of the respondents in the study.

Table I. Demographic profile of respondents

	%
<i>Gender</i>	
Male	63.91
Female	35.28
Prefer not to say	.81
<i>Age</i>	
From 20 to 25 years	11.49
From 25 to 30 years	30.65
From 30 to 35 years	33.67
From 35 to 40 years	17.94
Above 40 years	6.25
<i>Length of service with the firm</i>	
From 0 to 2 years	26.21
From 2 to 5 years	32.06
From 5 to 10 years	24.60
From 10 to 15 years	11.69
From 15 to 20 years	5.44

Table II provides an overview of the means, standard deviations, and correlations among the variables examined in the research study. This table offers valuable insights into the relationships between different factors within the study context. The variables include the age of employees, gender, length of service with the firm, vigor, dedication, absorption, distributive justice, procedural justice, and interactional justice. The mean age of employees is 2.77, with a standard deviation of 1.07. The mean gender score is 1.37, indicating a slight skew towards male respondents. The length of service with the firm has a mean of 2.38, suggesting a relatively short tenure. Vigor, dedication, and absorption have means of 3.45, 3.22, and 3.28, respectively, indicating moderate to high levels of these engagement dimensions. Distributive justice, procedural justice, and interactional justice have means of 3.34, 3.25, and 3.04, respectively, reflecting perceived fairness in organizational processes.

Table II. Means, standard deviations and correlations of variables

	Mean	SD	1	2	3	4	5	6	7	8
1. Age of employee	2.77	1.07	1							
2. Gender of employee	1.37	0.50	-0.074	1						
3. Length of service with the firm	2.38	1.15	0.817**	-0.140**	1					
4. Vigor	3.45	0.68	0.093*	-0.058	0.065	1				
5. Dedication	3.22	0.68	0.064	0.003	0.034	0.629**	1			
6. Absorption	3.28	0.74	0.074	-0.042	0.054	0.629**	0.534**	1		
7. Distributive justice	3.34	0.74	0.008	-0.065	0.003	0.335**	0.482**	0.221**	1	
8. Procedural justice	3.25	0.70	0.001	-0.091*	-0.005	0.269**	0.443**	0.135**	0.549**	1
9. Interactional justice	3.04	0.70	-0.021	-0.011	-0.045	0.368**	0.324**	0.435**	0.464**	0.492**

Notes: SD, standard deviation. *, **Correlation is significant at 0.05 and 0.01 level, respectively

The correlation coefficient between distributive justice (Item 7) and procedural justice (Item 8) is 0.549, indicating a moderate positive relationship. This correlation is statistically significant at the 0.01 level, supporting H1. For the relationship between procedural justice (Item 8) and interactional justice (Item 9), the correlation coefficient is indeed 0.492. However, upon further examination, this correlation is statistically significant at the 0.01 level. Analyzing the relationship between distributive justice (Item 7) and employee engagement dimensions, we find correlations of 0.335, 0.482, and 0.221 with vigor, dedication, and absorption, respectively. Among these, only the correlation with dedication is statistically significant at the 0.05 level, providing limited support for H3. Similarly, for the relationship between procedural justice (Item 8) and employee engagement dimensions, the correlations are 0.269, 0.443, and 0.135 for vigor, dedication, and absorption, respectively. Again, only the correlation with dedication is statistically significant at the 0.05 level, offering support for H4. Finally, assessing the relationship between interactional justice (Item 9) and employee engagement, we find correlations of 0.368, 0.324, and 0.435 with vigor, dedication, and absorption,

respectively. All three correlations are statistically significant at the 0.01 level, supporting H5.

Table III. Multivariate regressions predicting Employee Engagement (Vigor, Dedication, and Absorption).

	V	ΔR^2	D	ΔR^2	A	ΔR^2
<i>Control variables</i>						
Age of employee	0.068		0.059		0.051	
Gender of employee	-0.046		0.067		-0.056	
Length of service with the firm	-0.010		-0.019		0.005	
<i>Predictor variables</i>						
Distributive justice	0.177**		0.304**		0.078	
Procedural justice	0.029		0.235**		0.151**	
Interactional justice	0.258**	0.011	0.054	0.007	0.497**	0.008
R^2	0.181		0.287		0.210	
Adjusted R^2	0.171		0.279		0.200	
Notes: V, Vigor; D, Dedication; A, Absorption ** $p < 0.01$; * $p < 0.05$						

Table III presents the results of multivariate regression analyses predicting Employee Engagement, which is measured in terms of Vigor, Dedication, and Absorption.

Control variables: The study incorporates control variables such as employee age, gender, and length of service. These factors are considered to account for potential influences on the observed relationships within the research. Each coefficient represents the relationship between the control variable and the respective dimension of Employee Engagement (Vigor, Dedication, Absorption). ΔR^2 indicates the change in R-squared value when adding the control variable to the regression model. Age as a control variable showed a slightly positive correlation (coefficient = 0.068 for Vigor, 0.059 for Dedication, and 0.051 for Absorption) suggests that, on average, older employees might show slightly higher levels of engagement in some aspects, but the effect is not statistically significant. Gender of the employee showed a negative correlation with Vigor (coefficient = -0.046) suggesting men might score slightly higher on Vigor, while the positive correlation with Dedication (coefficient = 0.067) suggests women might score slightly higher on Dedication. However, neither effect is statistically significant. Length of service with the firm showed weak negative correlations (coefficient = -0.010 for Vigor, -0.019 for Dedication, and 0.005 for Absorption) suggesting that, on average, employees with longer service might show slightly lower engagement, but again, none of these effects are statistically significant. Overall, while there might be some trends with age, gender, and length of service, none of these relationships are statistically significant.

Predictor variables: Distributive justice, Procedural justice, and Interactional justice are included as predictor variables. Each coefficient represents the relationship between the predictor variable and the respective dimension of Employee Engagement. The coefficient for Distributive Justice is **0.177** for Vigor, **0.304** for Dedication, and **0.078** for Absorption, with $p < 0.01$ for Vigor and Dedication. This suggests a statistically significant positive relationship between Distributive Justice and both Vigor and Dedication, meaning that as employees perceive fairness in the distribution of rewards and resources, their levels of energy and enthusiasm (Vigor) and sense of significance and challenge in their work (Dedication) increase. The relationship with Absorption is positive but not statistically significant, indicating it's not clear if Distributive Justice influences how deeply employees immerse themselves in their work. For Procedural Justice, the coefficient is 0.029 for Vigor, 0.235 for Dedication, and 0.151 for Absorption, with $p < 0.01$ the relationship is statistically significant for Dedication and Absorption. This indicates that fair procedures are significantly related to higher Dedication and lower Absorption. Employees who perceive fairness in the processes and methods used by the organization are more likely to feel a sense of pride and inspiration in their work Dedication. For interactional Justice the coefficient is 0.258 for Vigor and 0.497 for Absorption, both with $p < 0.01$, and 0.054 for Dedication. This suggests a strong positive relationship between how employees are treated by their

supervisors (Interactional Justice) and their levels of Vigor and Absorption. When employees feel respected and valued by their supervisors, they are more energetic and deeply engrossed in their work.

Model fit: The R^2 values are 0.181 for Vigor, 0.287 for Dedication, and 0.210 for Absorption. This means that the model explains 18.1% of the variability in Vigor, 28.7% in Dedication, and 21% in Absorption. Dedication is best explained by the model, followed by Absorption and Vigor. The Adjusted R^2 values are 0.171 for Vigor, 0.279 for Dedication, and 0.200 for Absorption. These values are slightly lower than the R^2 values, which is expected because Adjusted R^2 accounts for the number of predictors in the model. The Adjusted R^2 values indicate that even after considering the influence of various predictors, the model continues to account for a substantial portion of the variance in the engagement dimensions. Notably, it demonstrates a significant impact on the dimension of Dedication.

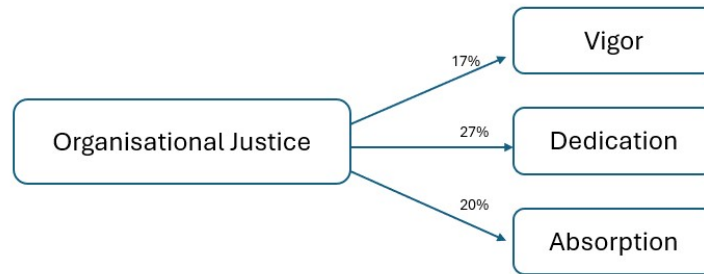


Figure1: Relationship between Organisational Justice and its Dimensions.

DISCUSSION

This study had investigated distributive Justice, procedural, and interactional as possible factors influent employee engagement (EE) among employees in the Indian IT industry. The IT sector holds significant sway in India's economy, and the sector's performance mirrors the growth trajectory of the Indian economy. Given the rising significance of human capital within the IT sector, there has been a corresponding surge in interest among researchers in understanding employee engagement. The primary objective of this study was to explore how perceptions of organizational justice, specifically related to distributive, procedural, and interactional aspects, impact employee engagement within the context of the Indian IT sector.

Distributive justice and procedural had a significant positive influence on all engagement dimensions, these results of the study are supported by the study conducted by Suifan, 2021. Interactional justice had the most substantial positive impact on Absorption, this is the unique finding of the study which has not been discovered earlier. Supported by Deepa, 2020 a positive correlation between distributive justice and all three dimensions of engagement underscores the importance of fair treatment and equitable distribution of resources in enhancing employee morale and commitment. Our results are also similar to the study conducted by Saks in 2006. According to the study, the perceptions of justice in the workplace strongly influenced employee engagement, the findings were similar to Pieters, (2018). The findings underscore the complex interplay of organizational justice perceptions in shaping employee engagement and highlight the importance of promoting fairness, transparency, and positive interpersonal relationships in the workplace. According to the results of the study age, gender, and length of service with the firm are not statistically significant factors. Demographic factors have minimal to no influence on how individuals perceived justice, these results are same as results o Cohen-Charash and Spector, 2001 and Deepa, 2020.

Scope and Implications of the study:

Employee engagement has attracted significant interest, particularly among practitioners and consultants. While there has been extensive discourse on the significance of employee engagement in driving organizational performance and business outcomes, empirical evidence to support these assertions remains scarce. This situation raises questions about whether engagement is merely a passing trend or the latest management fad. The findings from this study highlight the significance of employee engagement as a valuable concept that merits further investigation. There are several avenues for exploration. One avenue involves exploring additional predictors of employee engagement. For instance, human resource practices such as flexible work arrangements, training programs, and incentive compensation might significantly

impact engagement. Future research could broaden the scope by including a wider range of predictors specifically linked to different types of role engagement. Additionally, further studies could explore additional individual difference variables that may predict employee engagement. This presents a promising avenue for future research, especially considering the growing emphasis among organizations on enhancing employee engagement and bridging the "engagement gap."

The findings of the study offer valuable insights for managers, particularly within the context of the Indian IT sector. As researchers increasingly emphasize the importance of employee engagement for performance (Gruman and Saks, 2011), managers in IT firms should prioritize creating an environment where employees feel valued and motivated. Perceived fairness in rewards contributes significantly to employee satisfaction and engagement. Managers play a pivotal role in creating an environment where employees feel valued and recognized for their contributions. Transparent communication about reward criteria and merit-based distribution of rewards are essential practices. This includes allocating resources such as workload, growth opportunities, and recognition fairly and transparently, without favouritism or bias. In the Indian IT sector, where talent retention is crucial, fair reward systems can enhance employee trust and commitment. Organizations can also organize training sessions or awareness programs to educate both employees and managers about the importance of distributive justice and its impact on engagement. By promoting a culture of fairness and meritocracy, IT firms can foster a positive work environment conducive to employee engagement. Additionally, establishing mechanisms for soliciting employee feedback on organizational processes and policies is vital. Regular feedback sessions or suggestion programs empower employees and uphold procedural justice, ensuring that decision-making processes are perceived as fair.

Interactional justice is associated with the interpersonal conduct of management figures, such as direct supervisors or other sources of justice. This aspect of justice is believed to influence individuals' cognitive, affective, and behavioral responses towards these representatives (Cohen-Charash and Spector, 2001). Recognizing and appreciating employees' contributions is essential for fostering interactional justice. Managers in IT firms should regularly acknowledge and celebrate employees' achievements to create a supportive and positive workplace culture, ultimately enhancing employee engagement and performance.

Limitations of the study

While there exists ample academic literature on the factors influencing engagement, this study, like others in its category, faces a practical constraint. It acknowledges that there is no universally applicable model of engagement, as the needs and approaches of employees and organizations vary. The study's reliance on a small sample of IT sector employees further restricts the extent to which its findings can be generalized. Due to the data being gathered solely from the employees of the Indian IT sector in Delhi NCR, the generalizability of the findings to firms in other sectors or locations is uncertain. Future research endeavors could explore the research model across diverse geographical and occupational contexts to improve the external validity of the study's conclusions.

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