

ORGANIZATIONAL JUSTICE AND WORK ENGAGEMENT: STUDY OF PUBLIC SECTOR NURSING SERVICES OF PAKISTAN

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Original Article

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Abstract

Work engagement, both at the individual and team levels, is relevant to understand employee performance and well-being. The aim of this study is to examine the association between work engagement and organizational justice while observing the moderating role of psychological empowerment in public health sector nurses. An analytical cross sectional study design was used to get data from 350 nurses of different hospitals and institutes through convenience sampling technique. Self-administered questionnaires of variables Work Engagement (WE) and organizational justice (OJ) on likert scale were used to collect data. The results of data reveal that all three elements of OJ that is distributive justice, procedural justice and interactional justice are positively associated with WE in work place.

Keywords: Organizational Justice, Procedural Justice, Distributive Justice, Interactional Justice, Work Engagement.

INTRODUCTION

Viability as well as sustainability of organizations like a social system is reliant on the existence of well-built association among its elements. Human resources of any organization are the most important elements to achieve its organizational goals. The importance of human resources in the

organizations is so high that they are called internal customers. The existence of dynamic, committed, engaged, and high quality human resource is a major component for the accomplishment of executive objectives along with its success. Now a day in contemporary civilization, according to the swift growth and competition, considering mental and physical aspects of workers is so essential. Malik &

Naeem (2011), argued that having the dedicated and reliable human resources in the institution is one of the institutions superiority criteria over other organizations because the presence of committed manpower in organization results in reducing absenteeism, as well as improving work engagement and employees performance and increasing their contentment. The service organizations require more committed human recourse then other organizations.

Choudhary & Kumar (2011) wrestled on construct of organizational justice and clarify it as fair, impartial and justice in conduct achieved by group of employees or an individual employee working in any organization and suggested that this fairness in conduct is a major value addition form of employees. OJ is the assessment of equality in the organization and appears all the way through labor in the field of social psychology, OJ focuses at insight impartiality characteristics of communal exchanges (Memon et al, 2016). OJ is further separated in to three categories DJ, PJ and IJ. Amodt (2013) explained organizational justice dimensions. First dimension is distributive justice (DJ) that is "interpreted as the equality of the real actions done by the management". The implication of DJ is fairness to facilitate the definite outcomes of verdicts. The second dimension is (PJ), which is "acknowledged the equality of the process used in decision-making". Third dimension is (IJ) is described as "legitimacy of relational service" consequently. The IJ is professed to have an intellectual and emotional interaction. The above mentioned dimensions can be elucidating in more detail as follow:

The first reason for employee engagement is such an intriguing structure that it predicts positive outcomes, by virtue of their absolute commitment and focus on their work ethic, engaged employees show better job performance (Christian et al., 2011). In comparison to these individual performance results, studies has found that committed workers are more comfortable in supporting

their community and social equity, and job commitment is more frequently related to team success (Costa et al., 2015; Ti. Tims et al., 2013). WE frequently go by from one worker to a new worker, so engagement has a significant impact on being initiated in a group (Van Mierlo & Bakker, 2018). The emergence of WE facilitates attaining organizational goals and maintaining healthy life (Kerse, G., Naktiyok, A., 2020). For the reason that, work engagement lessens deviant work behavior (Khattak, et al., 2017) and enhances organizational citizenship behavior (Choo, 2016). Consequently, rise in work engagement leads to improvement of job performance (Breevaart, et al., 2015). Numerous factors upsurge employees work engagement i.e. "organizational support (Rich et al., 2010), supervisor support (Ramoser al., 2016) leadership style(Alok & Israel, 2012; Enwereuzor, et al., 2018), autonomy (Vera, et al-, 2016), emotional state (Kane-Frieder et al., 2014), optimism and self-efficacy (Bakker & Dermerouti, 2008)". These are backgrounds which settle on the level of employees engagement. Another important factor in employee engagement is justice ways of organizational (Lyu, 2016). As per previous research on work engagement, perception of justice is indicated as predecessor (antecedent) of work engagement.

Research gap

The job of nurses has been recognized very demanding job, as they need to give their job significant amount of time and effort. Organizational justice is necessary in this distressing situation to demand work commitment and efficient performance. It is projected that perceived organizational justice expressively influences employee's feelings and emotions toward their job and workplace (Choi, 2011). PE interventions will take part in inspiring workers to meet obstacles at work, as per Ugwu, Onyishi and Rodriguez-Sanchez (2014). Pragmaticstudy carried out by Al Sahi, AL Zaabi, Ahmad, Hossan, and Singh (2016) hypothesized human resource engagement as

being straightforwardly associated with psychological empowerment. The requirement of elevated PE in work force has been created while dealing with difficult and challenging workplace situations (Standar & Rothmann, 2010).

As claimed in earlier discussion, no studies have been reported to explore the moderating role of PE between WE and OJ in both developed and developing countries. There is no research available to examine the phenomenon that how perception of OJ influences the level of WE in the presence of PE among nurses of Pakistan. Hassan and Jubari (2010) claimed that there is very little amount of practical relationship research is accessible on the relationship among OJ and WE. Consequently, the aim of this study is to explore the above mentioned relationship between OJ, PE, and WE between nurses of public sector hospitals. The results of this study will add to the awareness and actions of nursing leaders to improve an inspired work atmosphere and work dedication and the feeling of organizational injustice among nurses.

Problem statement

The accomplishment of an organization depends upon employee's quality service, the work engagement and empowered environment. The commitment of workers is therefore subject to the degree to which the company values their effort, takes care of their well-being and does justice with them. As evidenced by Hajru, Hakanen and Schaufeli (2016), work engagement summarizes the features of both employee well-being and inspiration. There have been also considerable amount of interest towards the subject of work engagement since the past decades (Albrecht et al., 2015) In organizations, employees respond sensitively to equality of treatment in workplace which eventually direct to perceptual and behavioral consequences (Barsky et al., 2011).

Prior researches have suggested that work engagement is improved by positive work related constructs such as work psychological empowerment (Bhatnagar, 2012; De Villiers & Stander, 2011; Halbesleben, 2010; Jose & Mampilly, 2015). OJ, PE, and WE are important considerations to consider when handling shifts in the workforce and enhancing individual and overall efficiency of the organizations. Literature demonstrates a predictive role of organizational justice, psychological empowerment and organizational justice but also the moderating role of psychological empowerment between organizational justices. Literature shows a predictive role of work engagement, psychological empowerment, and organizational justice, but in Pakistan's public sector hospitals, the role of PE as a moderator is not considered between OJ and WE.

Research questions

Does distributive justice have positive effect on work engagement?

Does procedural justice have positive effect on work engagement?

Does interactional justice have positive effect on work engagement?

Research objectives

The ultimate objective of this study is to confirm the outcome of dimensions of OJ on WE

The study's main objectives are set out below:

To find out effect of distributive justice (DJ) on work engagement (WE).

To find out the effect of the procedural justice (PJ) on work engagement (WE).

To find out the effect of interactional justice (IJ) work engagement (WE).

Significance of research

As we are familiar with, human resources are not only independently fulfilling the requirements of organization in its march forward. A worker now a day should feel that he is getting equity from the organization that needs him to act as in the event that he is the

part of the organizational system and he should respond appropriately. This puts a colossal sum of weight on the organization to guarantee that workers get the equity he merits for work engagement and execution. This revision specify the numerous sorts of justices that will be observed by an employee, his plausible responses and the result of each in connection to the preferences congregated by the organization. Workers depending upon the justice perception are likely to act in several ways. This research will allow managerial and human resources professionals to identify the fundamental factors of employee engagement in the public health care sector. Moreover, this may allow management to look at their efforts in organizational justice as a basic constituent for more engaged employees and may generate ideas in organization that may enhance employee's level of justice perception.

LITERATURE REVIEW

Development of Hypothesis

OJ is discernment of equity and, in an organizational setting, it relates to the reactions indicated to such discernments (Banerjee & Banerjee, 2013). It is also defined as personal judgment of the moral and ethical stipulations of the management behavior and this approach is obvious that, from employee perspective, the management is required to ascertain justice.

Distributive justice and work engagement

(Pekurinen et al., 2017) stated that "Justice is accepted as an action or decision which is acknowledged to be morally correct on the grounds of ethics, fairness, fairness or law. This could be a major part of apprehension for both workers and institutions (Swalhi et al., 2017). OJ alludes to employee's discernment justice inside the institution (Greenberg, 1990).). The most timely thought of OJ has been ascertained from equity theory (Adams, 1965; Choi, et al., 2013; Mao, et al., 2016), and defined as uneasiness in the a vowed fairness for organization assets dissemination and results dispersion (Riberio & Semedo,

2014). Individuals are projected to compare the proportions of their alleged work outputs with those of their alleged work inputs compared to the proportions of their buddies. So, their institutional collaboration can be tainted (Colquitt et al., 2001). Time and hard work are considered as inputs here while plunders such as endorsement, compensation, or any other employment related resources that assist workers in assigned tasks; or for the maintenance of overall well-being are considered as outputs (Ghosh et al., 2017). In the circumstance that the proportions break even with each other, people within the organization environment are supposed to have level-handed and happy feelings. In any case, In the event that the proportions are uneven, representatives may feel unfair and try to change the circumstances in order to create a new adaptation. In these dealings, possessions are replaced throughout a procedure of reciprocity. For that reason, one party is liable to reimburse for the excellent or occasionally dreadful conduct of other party. The quality of exchanging association within the organization is resolute by the employee's perception of impartiality (Swalhi et al., 2017). If workers will fell just dealing from the managers and administration, they might feel a sagacity of commitment in return for a good act (Ghosh et al., 2017). This element of equity is depends upon the concept that societal behavior is directed by the allocation of plunders" distributive justice" depicts the extent by which plunders are owed to workers in a non-prejudiced way (Colquitt, 2001). The phrase distributive justice refers to the equality in the way things are distributed, not taking in to consideration about how it is decided who will get what, instead of what is distributed. Distributive justice is a process and practice adopted by management delivering a constructive memorandum to employees regarding fair and just in sharing of resources and rewards (Cropanzano & Ambrose, 2001).

The literature listed above showed that there is a positive relationship between DJ and WE.

In this way the first research hypothesis can be formulated as follows:

Hypothesis 1(H1):“Distributive justice has a positive effect on work engagement.”

Procedural justice and work engagement

PJ is the impartiality of the procedure adopted linked to the results i.e, the degree to which employees recognize rules and regulations in the procedure of decision making (Dahanayake, et al., 2018). Earlier researches has indicated that OJ has a positive influence on attitude of workers, including work engagement. If the employee have a positive view of procedure and proceedings will lead to increased occupational performance (Brockner & Seigal, 1996). Colquitt, et al., 2001; Kickul et al.,(2002) stated that, The understanding of distributive and procedural fairness can impact commitment to work. Review of literature regarding all dimensions of OJ and WE has discovered a well-established positive relationship with one another (Colquitt et al., 2001;Dirks & Ferrin, 2002). Macey et al., (2009) confirmed that "employees will not be involved until they know whether they will be handled equally in the allocation of incentives and punishment processes by which these bonuses and punishment decisions are taken." OJ is deliberated as vital resource of psychosomatic wellbeing (Macey et al., 2009).

According to Mehmood and Sajid (2020), workplace bullying has adverse effects of performance of frontline workers like female nurses in AJ&K, Pakistan. It is also revealed by them that workplace bullying contributes to reduce the psychological well-being of the employees and finally there is low employee performance that affects overall productivity of the health related organizations in AJ&K Pakistan.

Folger & Konovsky (1989) explained, PJ as “the perceived appropriateness of the process being used to establish the distribution”. Organizational justice studies pointed out that whenever workers think the conduct of the company towards them is equitable; they indulge in constructive actions in support of the

organization. George & Jones (2006) argues that, "Procedural justice is a workplace motivational philosophy that focuses on workers' understanding of the processes used to make judgments on the allocation of bonuses and punishments". This illustrate that PJ motivate employees for better outcomes in work related deeds e.g work engagement and job satisfaction. Kim and Park (2017) acknowledged that PJ positively affects the job commitment of staff, intelligence sharing and creative work behavior. Organizational justice research points out that if workers think the conduct of the company towards them is just, they engage in constructive actions in support of the organization. When workers do have a deep sense of fairness in their administration, they seem to be more dedicated to their job and organization, gradually escalating their expression of engagement. Equal opportunity throughout the working environment tends to affect the employees ' social self-identification, leading to increased individuals work engagement. Researches revealed a significant effect of OJ on WE and organizational commitment both (Park et. Al, 2016). The foregoing research showed a constructive correlation between dimension of OJ that is PJ and WE. For this reason the second research hypothesis can be created as follows:

Hypothesis 2 (H2): Procedural justice has a positive effect on work engagement.

Interactional justice and work engagement

IJ is the most recent justice element which deals with the construction of interpersonal and informational justice (Muzumdar, 2012). Greenberg (1993) stated that, IJ is described as “people’s sensitivity to the quality of interpersonal treatment they receive during the enactment of organizational procedures”. IJ is the term that described as “the extent to which information provided about procedures is of sufficient in terms of quality and quantity” (Siers, 2007). According to Colquitt et al, (2001), the focal point of “the explanations provided to people that convey information about why procedures were used in a certain way or why outcomes were distributed in a

certain fashion". Employees have a propensity to relish fairness in the process of communication with employers and administrators. IJ is concerned regarding informing employees' about decisions taken by organization for them, at the same time thoughts and behavior to which human resources will be exposed throughout implementation of those decisions (Cohen-Charash & Spector, 2001; Bies and Moag (1986) wrangled that, IJ is the justice of the interpersonal relation which employees perceive throughout the endorsement of organizational dealings. This focuses on the humanity, culture and honesty that workers embrace during procedures from their superiors. Moreover, this bestows with principally to modify the responses to the outcomes, for the reason that, Compassion will make the workers experience superior even when the results are negative (Pilvinyte, 2013).

I'm going to concentrate on Social Exchange Theory, Balu (1964), as a conceptual model to illustrate the anticipated connection linking IJ and WE. Gouldner (1960) argues, SET postulates that workers will respond positively to their job with good attitude and behavior, they will ascertain association with managers on the standard of SET and if workers view the company as deserving of trust, they are likely to reciprocate trust by being more involved in the work. Spreitzer & Mishra (2002) stated that, when workers realize that management has strong knowledge and the potential to improve

the escalation and efficiency of the company by making knowledgeable, transparent, conscientious and consistent decisions, it will give them more hope that the company will have a more successful future. In this case, workers are forced to focus on the job that needs to be done instead of becoming worried about other problems, such as the viability of their potential jobs (Mayer & Gavin, 2005). For example, when workers realize that administration have strong knowledge and the potential to improve the growth and efficiency of the company by taking knowledgeable, transparent, conscientious and reliable decisions, it will give them more hope that the company will have a more successful future (Spreitzer & Mishra, 2002). During this situation, workers are pressured to focus on the job that needs to be completed instead of becoming worried about other problems, such as the viability of their potential jobs (Mayer & Gavin, 2005).

The literature mentioned above established a positive association between IJ and WE. For this reason the third study hypothesis can be created as follows:

Hypothesis 3 (H3): *Interactional justice has a positive effect on work engagement.*

Research Model

Centered on the analysis of previous literature and in for meeting current research goals particular framework created for the present research.

The formula revealed in Figure 1 indicates the connection among research variables.

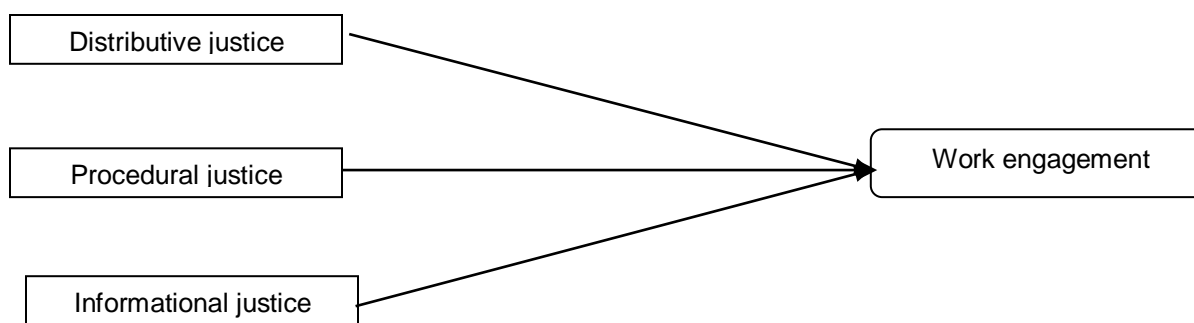


Figure2.1. Research Model of Study

STUDY METHOD AND MEASUREMENT

This review is carried out in order to validate the effect of OJ on WE with the moderating level of perceived PE. The procedure that follows during the study is explained in this segment. This involves sample construction, sampling methods, data analysis and results interpretation.

The target population was "public sector nursing officers". Questionnaires is filled at job setting of employees to obtain natural environment at different public hospitals. The study was a cross-section analysis with the goal of gathering data and evaluating the sample pattern at one point in time. Cross-section work is time-saving, straightforward and yields multiple findings in a brief period of time. (Silva & Caetano, 2014). Saunders et al. (2007) specified that time horizon is applied to the study design of work irrespective of selected study methods. Current research used cross-section time, as cross-section is constrained to a fixed timeline. Usually work regulated to restricted timeline. The study team for this research thesis consists of persons (public sector Nursing Services Officers) from various hospitals.

Population and sampling

The study population was public sector Nursing Services Officers. Voluntary contributions were guaranteed after they have been specifically clarified for the purpose of the current study. They were expected to give their approval to commence the study. Permission was also taken from Commandants of respective hospitals and institute. In my study, convenience sampling technique was used. Convenience sampling (also known as Haphazard Sampling or Accidental Sampling) is a form of non-probability or non-random sampling where members of the statistical sample who satisfy various functional requirements such as easy approach was done, geographic location, accessibility at a particular time or desire to engage are incorporated for the purpose of the analysis. Relation is often made to study subjects of the community that are readily available to the researcher.

This is superlative to use the whole community in any form of study, but that is not feasible in most situations. Creswell (2010) suggests "the basic rule in ascertaining the size of the sample where the size of the population is greater than

30 and less than 500, the lowest possible sample size demonstrating an excellent number of participants". The sample size of my study is 350. Total 500 questionnaires were distributed via social media and physically but response rate was 70 %.

Scales and Measures

Radhakrishna (2007) has suggested that self-governing questionnaires are one of the most commonly used data collection strategies throughout the survey process. "He observed that out of 748 studies, roughly 64% of the research findings have used self-governing questionnaire as a method for data collection".

Distributive justice was measured by 5 items questionnaire on likert scale which was adopted from Niehoff and Moormann (1993). Procedural justice was measured by 6 items questionnaire on likert scale which was adopted from Niehoff and Moormann (1993). Interactional justice was measured by 6 items questionnaire on likert scale which was adopted from Niehoff and Moormann (1993). Work engagement" was measured by the 17-item UWES-17 adopted from Schaufeli et al., (2002).

To analyze the data SPSS version 21 software was used for overall analysis like reliability, correlation and regression.

Demographic variables which were affecting dependent variable were controlled using One Way Anova like age and experience.

Demographics

In order to achieve more precise and credible data, the demographic information of the respondents were also gathered, such as: gender, age, education, marital status and experience. (Becker et al., 2016) argued that demographics are very essential in managing regression analysis. In present research the demographics which are having impact on dependent variable like age and experience has been controlled using ONE-WAY ANOVA.

Data Analysis Procedure

Data was examined via SPSS software and the following procedures was conducted. Firstly, missing values are tested to ensure no missing value in data after we have evaluated the information for out-liars. Secondly, the reverse coded questions are analyzed and results indicates non-existence of reverse coded problem. Lastly, frequency analysis, Co-relationship and regression analysis is conducted to conclude the research findings.

Presentation, analysis, and interpretation of data

4.1 Demographic characteristics

Gender

	Frequency	Percent	Valid Percent	Cumulative Percent
Male	0	00	00	00
Female	350	100	100	100.0
Total	350	100.0	100.0	100.0

Table 4.1.1

Table 4.1.1 shows statistics of gender. All the respondents are female as in male nurses are not introduced yet.

Age

	Frequency	Percent	Valid Percent	Cumulative Percent
20-25	75	21.4	21.4	21.4
26-30	63	18	18	39.4
31-35	57	16.3	16.3	55.7
36-40	46	13.1	13.1	68.9
41-45	61	17.4	17.4	86.3
More than 45	48	13.7	13.7	100.0
Total	350	100.0	100.0	

Table 4.1. 2

Table 4.1.2 shows respondents' age. Therefore 21.4% respondents are in age strata 20-25 years, 18% are in age 26-30 years, 16.3% are in age 31-35 years, 13.1% are in age 36-40 years and 17.4 % are in age 41-45 years while remaining 13.7 % are from age more than 45 years.

Marital status

	Frequency	Percent	Valid Percent	Cumulative Percent
Married	253	72.3	72.3	72.3
Unmarried	84	24	24	96.3
Widow	12	3.4	3.4	99.7
Divorced	01	.3	.3	100
Total	350	100.0	100.0	

Table 4.1.3

Table 4.1.3 shows marital status of respondents. 72.3% are married, 24% are unmarried, 3.4% are widow, and .3% is divorced.

Qualification

	Frequency	Percent	Valid Percent	Cumulative Percent
Diploma nursing	90	25.7	25.7	25.7

Generic BSc	192	54.9	54.9	80.6
Masters	68	19.4	19.4	100.0
Total	350	100.0	100.0	

Table 4.1.4

Table 4.1.4 shows qualification of respondents 25.7% nurses are diploma holder, 54.9% are generic BSc degree holder, while remaining 19.4 % nurses are masters degree holder.

Department		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Medicine	89	25.4	25.4	25.4
	Surgical	61	17.4	17.4	42.9
	Pediatrics	62	17.7	17.7	60.6
	Emergency	76	21.7	21.7	82.3
	ITC	62	17.7	17.7	100.0
	Total	350	100.0	100.0	

Table 4. 1.5

Table 4.1.5 shows department of respondents 25.4% nurses are performing their duties in medicine dept, 17.4% in surgery, 17.7% in pediatrics, 21.7% in emergency, and remaining 17.7% in intensive care unit.

Experience		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 5 years	94	26.9	26.9	26.9
	6-10 years	65	18.6	18.6	45.4
	11-15 years	58	16.6	16.6	62
	16-20 years	34	9.7	9.7	71.7
	More than 20 years	99	28.3	28.3	100
	Total	350	100.0	100.0	

Table 4.1.6

Table 4.1.6 shows experience of nurses in years. 26.9 % are less than 5 years experienced, 18.6% 6-10 years, 16.6% are 11-15 years, and 9.7% are 16-20 years, while remaining 28.3% experience is more than 20 years.

Registration

	Frequency	Percent	Valid Percent	Cumulative Percent
PNC	350	100	100	100
PNF	00	00	00	00
None				
Total	350	100.0	100.0	100.0

Table 4.1.7

Table 4.1.7 shows that 100% respondents are registered to PNC.

Reliability Analysis

A result of reliability analysis consists of instruments of all variables of study present in the model.

Reliability Analysis

Variable	Cronbach Alpha
Distributive justice	.797
Procedural justice	.844
Interactional justice.	.918
Work engagement.	.948

Table 4.2 shows reliability analysis in which distributive justice is showing cronbach alpha .797, procedural justice .844, interactional justice .918, and work engagement having cronbach alpha .948.

Correlation Analysis

	1	2	3	4	5
1. Distributive Justice	1				
2. Procedural Justice	.576**	1			
3. interactional Justice	.547**	.719**	1		
4. Work Engagement	.303**	.325**	.247**	1	

$N=350$, * $p<.05$, ** $p<.01$

Table 4.3

The Correlation examination in Table reveals the association (either positive or negative) between variables. In this study, correlation analysis shows that all variables are correlated positively as agreed in the hypothesis. It illustrate that DJ, PJ, and IJ are positively associated to WE with value of .303, .0576, and .547.

350, $N=$ * $p<.05$, ** $p<.01$, *** $p<.001$

Accepted/Rejected hypothesis

Overview of acceptance and rejection of hypothesis

Hypothesis	Statements.	Results
H1	Distributive justice has a positive effect on work engagement.	Accepted
H2	Procedural justice has a positive effect on work engagement.	Accepted
H3	Distributive justice has a positive effect on work engagement.	Accepted

Discussion, conclusion and implications

Organizations need to have engaged employees as engaged employees are important for organization's efficacy (Schneider et al., 2009). There is indeed a predictable association between employee WE and productivity at entity level (Bakker et al., 2004),

departmental level (Harter & Schmidt, 2008), and organization level (Schneider et al., 2009). The subject of justice is very important at workplace. Issues like pecuniary allocation, hiring employees, policy making and implementation of those decisions entail particular consideration with regard to justice

(Colquitt, Greenberg, & Zapata-Phelan, 2005). In my study the relationship between OJ and WE with the moderation of PE is intricate for the reason that fairness awareness of workers have key values for institutions. Based on the understanding of fairness, workers are apt to respond in various ways. To exemplify: in case of distributive injustice employees react against the outcome of decisions; if there is perception of procedural injustice employees respond against the entire department ; and when they sense about interactional inequality they can counter act to supervisors. These reactions are perhaps more undesirable in health care organizations (Cihangiroglue, Sahin, & Naktiyok, 2012).

Discussion for hypothesis 1

Hypothesis 1(H1): Distributive justice has a positive effect on work engagement.

The regression analysis demonstrated that distributive justice have a significant positive effect on employee work engagement. These findings are backed by Adams equity theory. DJ is grounded in the philosophy of equality (Adams, 1965), which notes that mutual trade underlies the bond between employers and workers. In this relationship human resources provide their time, hard work, and skills for institution, managers remunerate through appropriate rewards and acknowledgment. In this perspective, employee's view regarding equity and equality is based on their social similarity with their referent employee or group of employees. The perceived justice by employees according to their input to output ratio with reference to comparison individual decides equity or equality (Folger & Cropanzano, 1998). Such results are also consistent with those of a research conducted by Abbasi and Alvi (2012) in Pakistan that found a strong correlation between DJ and WE. Relationships show that workers who have a favorable view of distributive justice in their company are likely to exhibit a high degree of commitment and emotional endurance at work. (May, Gilson & Harter, 2004; George, 2011;

Schaufelli & Bakker, 2004). In addition, this indicates that the employees showed significant levels of concentration and were joyfully immersed in their role (May et al., 2004; Bakker et al, 2011; Taris et al., 2010).

Discussion for hypothesis

Hypothesis 2 (H2): Procedural justice has a positive effect on work engagement.

Results of the regression analysis show that there PJ have a positive effect on WE. Results of the present study are approximately compatible with the results of previous researches, that procedural justice predicts employee engagement, (Saks, 2006). The results are also backed by He et al. (2013), who illustrated that PJ has a significant effect on WE, which is considered as an essential feature of many organizations. The implications of this study should also be explored from the point of view of the work-demand resource (JDR) principle (Demerouti et al., 2001). As per the JDR model, each profession has its own challenges and tools to support staff in their jobs (Schaufeli & Bakker, 2004). Simply placed, staff, views of social fairness and optimistic standards of success can be seen as resources that the workers supposed to provide by management. In addition, employees who have access to required resources by their organizations be liable to act in response positively to the organizations by being engaged in their work. This is the reason that results of this study are explained with Social Exchange Theory (Balu, 1964), which claim that workers who acquire socio-economic support from their employers are obligated to comply and to reimburse their institutions in some way resulting in an improvement in work engagement with the organization. As Badu and Asumeng (2013) stated, engagement in any given task specify healthier interaction among employer and employee which leads to positive work outcomes. Workers who have been actively engaged in their associations may therefore feel obliged to retort and pay

back the association in some form (Cohen, 2000).

The meta-analytical analysis capitulated a reasonably well-built constructive correlation between PJ, perceived fairness of the decision-making process and WE. The association implies that taking action to make decision-making fairly equal will potentially increase the efficiency of individual's related to assigned tasks (Zapata-Phelan et al., 2009). When the processes are viewed as rational, workers may feel that they are appreciated and supported by the management and consequently will result in work engagement. In addition when workers note that fair practices are followed, they may assume that the leadership should be respected in decision-making processes, as a result of which staff will be encouraged to demonstrate loyalty toward institution and exhibit engagement in their work (Cremer, 2005).

Discussion for hypothesis 3

Hypothesis 3 (H3): Interactional justice has a positive effect on work engagement.

Another finding in this research is that the sensitivity regarding of IJ has an effect on the level of work engagement positively and significantly. IJ is cultivated when employees' feels that establishment abide by the basic laws of equal interpersonal communication. Correspondingly, perception of fair and justice behavior of manager enables employees to be engaged in their occupations and enthusiastic to accomplish their employment tasks. Empirical results of the study are corresponding to Agarwal (2014); Aksit and Asik (2016); Ghosh, et al., (2014); Ozer, et al., (2017). Likewise, results of current research support (SET) Social Exchange Theory (Blau, 1964). As per SET, fair and honest behavior of organization management encourage employees to act in favorable attitudes towards organizations (Colquitt, et al., 2001; Cohen-Charash, & Spector, 2001). Research further revealed that respectful, fair and courteous interaction with employees demonstrates useful behavior and enhance level of work

engagement. It is concluded work engagement is augmented with the increment of interactional justice (Inoue et al., 2010).

Conclusions

Every worker needs equity in the workplace environment in relation to equal processes that used to assess incentives, the allocation of bonuses, and collaboration with management to make them feel happy and motivated to perform organizational tasks. If workers are handled equally in the company as a whole, they recognize the need for such a constructive response to the organization. In reality, "OJ has become one of the prime motivating philosophies and is also one of the major research topics in the area of organizational behavior" (Cojuharenco and Patient, 2013). Recognizing the essential role of engagement, there is a need for a deeper understanding of the antecedents the effects of WE. The aim of this study is to investigate the relationship between OJ and WE. With regard to the outcomes obtained, it became clear that there is a substantial connection between OJ and WE. At the same time, there is a positive relationship between DJ, PJ, IJ and WE.

Implications Practical/ Theoretical

The results of this report have one or two realistic repercussions for organizations, decision makers and workers. In the first place, these results are remarkable as they provide organizations with concrete means of fostering the degree of engagement of their employees to work. Based on the findings of this report, to improve organizational justice and effectively engage employees in work, Employers will have resources to promote the development, awareness and promotion of employees. As the JDR paradigm and the Social Exchange Theory put it, "when workers work in an industrious atmosphere where they can obtain direct help from bosses who behave as superiors, workers are more willing to oblige in constructive actions". Second, as this research has shown that OJ has analytical ties with employee

engagement in work, organizations need to be able to implement effective strategies to promote positive influence of OJ that can eventually help to build a more committed employees in corporations. Findings of study provide these recommendations to managers i.e. managers must consider personal requirements of employees, their views to enhance engagement with work. Managers must offer integration to organization and adapt personally to their organization. They must consider the employees' rights and clearly convey to employees "why they are making these decisions". They should be fair in relation to employees and tolerate mistakes rather than punish them. In addition, they should consider the suggestions and complaints about employees and make necessary corrections; and, they should adopt organizational practices that will increase their sense of conscientiousness in the work of employees.

Directions for Future Research

This thesis examined the effect of OJ on the work engagement of public sector nursing services. The findings were thus confined to the hospitals of public sector, and therefore, considering that it was the very first research in the state, research needs to be conducted on other professions in Pakistan. In addition studies need to be carried out to determine which allocation standards are appropriate for different decision-making situations in Pakistani organizations, as it would append to the broader field of knowledge. Moreover, research should be conducted out to analyze each of the various job characteristics, such as compensation, incentives, assessments, promotional activities, tasks, etc., as they correspond to OJ and employee WE. Potential research will concentrate on additional OJ constructs, as well as many other rarely researched aspects that affect job participation in Pakistan. Lastly, in future studies miscellaneous factors such as work holism, power distance orientation, and organizational culture can be investigated as moderators.

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