

# **Effect of Organization Justice and Employee Engagement on Job satisfaction**

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## **Abstract**

*The study was an attempt to explore the relationship between organization justice, employee engagement, and job satisfaction. The research was conducted by questionnaire using a sample of 100 employees of a public sector. The study discusses certain key influencers of engagement and fairness perception of employees. The result of this study proved that organizational justice and employee engagement are a factor influencing job satisfaction. The finding also recommended that this was a positive association of organizational justices, employee engagement, and job satisfaction. Employee job satisfaction depends upon the organization justices and employee engagement of employees.*

**Keywords:** *Organization Justices, Employee engagement, and Job satisfaction.*

## **I. Introduction**

Organization provides a base for the employees and managers to achieve their goals and objectives and in turn they work to fulfill the organizational goal. But to achieve all this organizational members are required to put in personal efforts and show their commitment (Rad and Yarmohammadian, 2006).

Employee satisfaction is one of the most important aspects to improve organization performance, employee performances everywhere, be it a small firm or large organization. Several pieces of research have been conducted to identify the antecedents to job satisfaction but till now no one is universally accepted. The employee will be more satisfied when justice is there in the

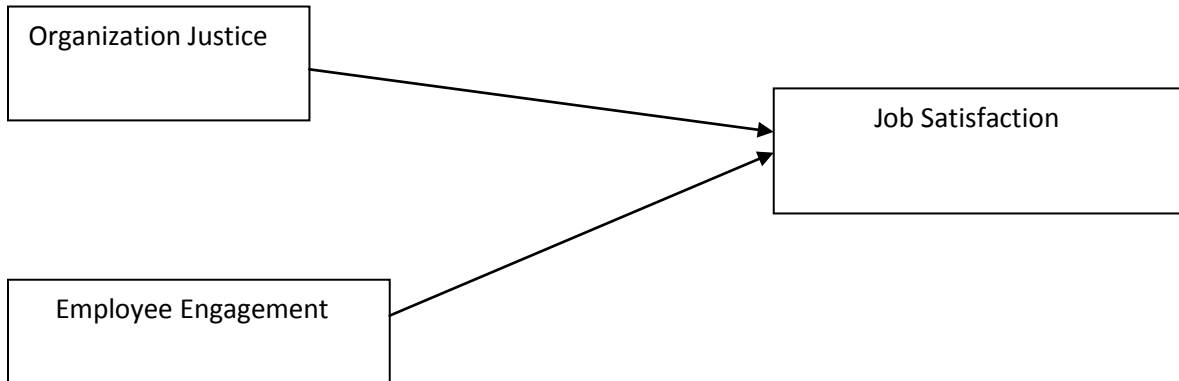
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organization since employees are working for achieving organizational goals so in turn they expect rewards and justices for the work done. The process of rewards improve employee satisfaction and employee believe that organization care about their work, improvement, quality of work, a participation of employee activities in an organization (Fatt et al, 2010). Organization justice is every individual's perception of the fairness to every employee treatment in an organization (Fernandes and Awamleh, 2006).

The business makes every effort to recognize factors that empower the employee engagement and job satisfaction. Employee engagement is one of the necessary functions of the organization, without engagement the organization cannot run for a single day. Employee engagement has been defined in many of the different ways and recognized associated constructs like employee satisfaction, commitment and organization justices, employee engagement (Robinson et al. 2004). Most of the researchers repeatedly defined that to the organization employee engagement is an emotional and intellectual commitment and the amount of the flexible effort exhibited by employee in their jobs (Baumruk, 2004; Richman, 2006; Shaw, 2005) or employees exhibited the amount of discretionary in their jobs (Frank et al., 2004).

Many definitions have been found in the academic field. For example, Kahn (1990, p. 694) defined personal engagement as “the harnessing of organization members’ selves to their work roles; in engagement, people employ and express themselves physically, cognitively, and emotionally during role performances. Referring to personal disengagement refers to “the uncoupling of selves from work roles; in disengagement, people withdraw and defend themselves physically, cognitively, or emotionally during role performances” when engagement of work is discussed one has to be present psychologically while an organizational role is performed & occupying (Kahn, 1990, 1992, p. 694).

## **II. Research Model**



## **III. Literature Review**

The past, present, and future have been assessed in an article through Organizational Justice research. Many organization behavior outcomes varied in organizational justice results as Greenberg (1990) suggested. As a matter of fact, the role of fairness is described to explain the term organization justice because it is directly related to the workplace. In an organizational research job satisfaction has been studied in detail over the last four decades, while defining and measuring job satisfaction both as a global construct and as a concept has been appreciated with multiple dimensions or facets (Lund, 2003). Generally, whenever overall job satisfaction has been defined as “a function of the perceived relationship between what one wants from one’s job and what one perceives it as offering” (Locke, 1969). To retain and attract well-qualified personnel job satisfaction is critical. Job satisfaction is an attitude that people have their jobs and the organizations in which they provide their services. Job satisfaction can methodologically be defined as an employee’s effective reaction to a job, based on a comparison between actual outcomes and desired outcomes (Mosadeghrad, 2003).

The concept of observation of fairness is very important for every employee because of its effects on their attitudes and behavior which is important to lead both negative or positive performance and employee satisfaction. On the other hand unfairness, perception leads to

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dissatisfaction with rewards or outcomes and employee exerts the less effort on the job with the organization (Mowday, 1987).

Al-Zu (2010) provided that the employees are satisfied with their higher job, the commitment of the organization, levels of performance, higher productivity, and retention rates. In this process, organizational justice must be succeeded (Al-Zu'bi, 2010). The concept of Justice is a widespread concept with several aspects that has a philosophical meaning in various fields and branches and is a fair behavior without discrimination towards differences (Mardani Hamouleh, Heidari, 2009). In one of his works Plato has defined justice as a harmony in working place, good friends are helped through while evil enemies are harmed justice while harming evil enemies (Plato, 1969, 45-46).

Positive feelings and attitudes come under job satisfaction which employees have their job. A satisfied employee has positive feelings towards his job and takes a lot of interest to his job. To get success in job satisfaction is the very impotent factor. This factor gives personal satisfaction and also increases an efficiency of work. Different points of view have been defined by researchers regarding job satisfaction and have belief that one gets the desirable pleasure in a job it means that person is satisfied with his job. There are certain factors for job satisfaction some are internal such as pleasure feeling from doing a job and external ones like salary, rewards and work relationships with which one get satisfaction and content of his job (Askari & Kaldi, 2003).

As suggested by Kahn (1990) how employees perform during task performances and focuses on how the psychological experiences of work and way of working shapes the process of people presenting and absenting themselves. Employees can engage themselves on one dimension and not the other because they can engaged them emotionally, cognitively, or physically.

If researchers are studied, opportunities are created through engagement to connect with their organization, colleagues, and managers. Through engagement employees are motivated to connect with their work an environment is created to care about doing a good job. ... It is a concept that places flexibility, change and continuous improvement at the heart of what it means to be an employee and an employer in a 21st-century workplace (CIPD, 2006).

Bizzard (2004) stated that satisfaction and business outcomes can be predicted through engagement because satisfaction is not directly related to performance and business outcomes, whilst engagement can predict satisfaction and other business outcomes. Many researchers supported these findings who claim that satisfaction can occur at approximately the same levels

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regardless of whether the company is high or low performing and workers can get satisfaction in companies which perform poorly suggesting no relationship between performance and satisfaction. As many researchers suggested that engagement is a stronger predictor of organizational performance than satisfaction.

According to Macey and Schneider (2008a) if employees are satisfied with their job it does not mean they are engaged in their work. Frese (2008) further stated that the engagement of work occurs in such situations other than where one is satisfied with their work, such as when an individual is pressured to work in given time. CLC (2011) reviewed that employee engagement and employee job satisfaction may differ from organization to organization. In case of HR employee job satisfaction on their job, happiness to their organization, employee feelings and conditions, benefits to job career, as compensation, career development opportunities, work environment etc. on the other hand engagement refers to employee relationship to work, employee's commitment of their job. Schaufeli and Bakker (2004) stated that engagement can be defined as vigour, dedication, and absorption of positive, fulfilling, work-related state of mind. Highly engaged employees have responsibilities like- innovating, thinking about their organization, job description part, to give their time and energy to the organization.

#### **IV. Objectives of the Study**

1. To standardized the measures to evaluate organization justices, employee engagement, and job satisfaction.
2. To identify factors underlying organization justices, employee engagement, and job satisfaction.
3. To measure the impact of organizational justices and employee engagement on job satisfaction.

#### **V. Research Methodology**

##### **Sample and Sampling Procedure**

For the purpose of achieving the research objectives, judgemental sampling was used in this study. The researcher distributed 100 questionnaires among the employees of Madhya Pradesh Electricity Board (MPEB) and Food Corporation of India (FCI). In all hundred completely filled questionnaires were returned and found usable for the purpose of the study. The employees of a

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middle and top level were contacted personally and requested to fill up a questionnaire. The questionnaire was on a 5-point Likert scale, where 1 indicated 'Strongly Disagree' and 5 indicated 'Strongly Agree'. Non-probability judgemental sampling technique was used to collect the data as the data was taken from the employees who were able to understand questionnaire fully and were willing to answer.

### **Data Collection**

In this study, self-administered questionnaires were used. The purpose of the study was stated in the questionnaire. The questionnaire was prepared in bilingual mode, that is, in English and a Hindi version, to facilitate respondents in responding to the questionnaires.

### **The Measure**

Likert-type 5 point scales were used to measure all the variables, 1 stands for "Minimum Agreement" and 5 stands for "Maximum Agreement".

### **Organization Justices**

The variable measure included 12-items extracted from the scale developed by Abbas Ali Rastgar, Nina pourebrahimi (2013).

### **Employee Engagement**

The variable was measured by using 16-items. The questionnaire was the short version of (Aligned 2008).

### **Employee Job Satisfaction**

The variable was measured by using 12-items.the questionnaire which is the short version of Mosammod Mahamuda Parvin, M M Nurul Kabir (2011).

### **Measurement**

The questionnaire consisted of three parts: (i) Organisational justice (ii) Employee engagement and (iii) Job satisfaction. Cronbach's Alpha method was .874 of first questionnaire and .889 of second questionnaire and .894 of third questionnaire, we can see the value is  $>.8$  so the questionnaires are highly reliable and can be considered for our study.

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### **Hypothesis**

**Ho1:** There is no effect of organization justices and employee engagement on job satisfaction.

**Ho1a:** There is no impact of organization justices on job satisfaction.

**Ho1b:** There is no impact of employee engagement on job satisfaction.

### **Statistical Treatment of the Data**

Regression is used to find out the impact of one variable on another variable as here we find out the impact of employee engagement and organization justices on job satisfaction. For this, we used linear regression application in SPSS Software, and we find out the values of Adjusted R square to be .677, Std. The error of the Estimate is 4.96546, F value (104.943) Significant at .000. The Adj. R square indicated 67.7 percentage variance in the job satisfaction is explained by employee engagement and organization justices. Moreover, the F value indicates that the model is fitting well.

To test the hypotheses of relationship between variables that is, job satisfaction, organization justices and employee engagement we have used regression analysis and found significant B-value (.334) for organization justice and B- value (.554) for employee engagement. The values are significant at 0% level of significance indicating the strong positive relationship between job satisfaction and organization justice as well between job satisfaction and employee engagement. So the null hypothesis is rejected, and there is a significant impact of organization justices and employee engagement on job satisfaction. The results are in accordance with the findings of (Colquitt, Conlon, Wesson, Porter, & Ng, 2001; Mossholder, Bennett, & Martin, 1998) who have stated that organizational justice perceptions strongly affect the attitude of the workers such as job satisfaction and other workplace behavior. When individuals in the organization perceive that the resources are fairly allocated them and the process are also fair, they become satisfied on their jobs. Moreover, if the workforce has a sense of emotional and physical commitment for the organization, the task will be done in a better manner. Hence, they will lead to increased satisfaction among individuals. Macey and Schneider (2008) states that “employee engagement is a desirable condition, has an organizational purpose, and connotes involvement, commitment, passion, enthusiasm, focused effort, and energy, so it has both attitudinal and behavioral components” (p. 4). Employee engagement increases a sense of satisfaction and the study by Saks (2006) also confirm the findings where organizational and job engagement found to be a predictor to job satisfaction.

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**VI. Conclusion**

The present study was attempted to examine the impact of organization justices and employee engagement on job satisfaction i.e. study on the employees of two different public sectors. Most of the times it has been considered that in public sector perception of fairness is difficult but the results show that if perception of justice is higher in the organization, the higher will be their satisfaction for the job. As it gives the individual a feeling that they can rely on the organization and hence they do not develop a cynical attitude. Similarly, if the employees work with all of their emotional and physical efforts, it again gives them a sense of satisfaction.

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