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## ANALYZE THE IMPACT OF PROCEDURAL JUSTICE AND DISTRIBUTIVE JUSTICE ON PHYSICAL ENGAGEMENT, COGNITIVE AND EMOTIONAL ENGAGEMENT

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KEYWORDS	ABSTRACT
Distributive Justice, Procedural Justice, Cognitive, Physical & Emotional Engagement	This research is designed to check the effect of procedural justice and distributive justice on physical engagement, cognitive and emotional engagement. For conducting research, 44 bank's branches are selected randomly. The results signify that distributive justice has significant impact on physical engagement, cognitive and emotional engagement. But on other hand procedural justice has insignificant positive effect on physical engagement, cognitive engagement. Similarly, emotional engagement has positive impact on emotional engagement. While the procedural justice has insignificant effect on the physical engagement, cognitive engagement. Similarly, emotional engagement has positive impact on emotional engagement. In future research, more variables may include as predictors and consequences of physical engagement, cognitive and emotional engagement for like perceived organizational support, supervisor support, employee autonomy and empowerment, may be uses as predictors and employee turnover, product innovation, process innovation, organizational citizenship behavior, intentions to leave as the outcome variables.

### INTRODUCTION

The large number of researchers studied the importance of employee engagement in different contexts (Swanberg, McKechnie, Ojha & James, 2011; Mehrzi & Singh, 2016; Hakanen, Ahola & Schaufeli, 2008; Slattan & Mehmetoglu 2011; Kim & Park, 2017; Saks, 2006; Byrne, Peters, & Weston 2016; Galanaki & Papalexandris, 2007; Bailey, Madden, Alfes & Fletcher 2017; Avery, McKay & Wilson 2007). Mann and Harter (2016) describes that value of engagement is at very less and companies are facing considerable crises. Now top level companies and higher management have understood the benefits of employee engagement try to conduct researches for engaging their employees. Employee engagement also provides opportunity for employees to develop themselves and nine percent to thirty-five percent employees can get benefit from

such activities and efforts. They also describe that almost ninety percent employees believe that employee engagement has result in better performance (Mann & Harter 2016). According to Glint (2018) there are almost sixty percent companies which contain higher level of the engagement are getting higher level of profits. However, there are almost thirty-nine percent companies who understand that their higher management gives importance to the employee engagement.

It is seen that engagement can become a productive instrument for the organizations to get better and more profits. A report of the Gallup (2017) explains that about thirty-three percent employees in USA are more engaged towards the work but the overall rate of engagement only increased by three percent during the period of 2012-2016. In USA it has been seen that very huge number of employees are not properly engaged. This is called “engagement gap” and due to that organizations face loss of \$300b over the year (Johnson, 2004; Bates, 2004; Kowalski, 2003). According to Welbourne (2007) about seventy-five percent employees are not engage with their jobs. A research conducted by the Global Workforce in 2012 reached the conclusion of that companies are not much focusing on employee engagement and even their efforts for engagement are totally improper. Discussion indicates that employee engagement is the main problem for organizations. To solve this problem current research utilizes the distributive and procedural justice as predictors of employee engagement. And at micro level, present research uses the three dimensions of employee job engagement like physical, cognitive and emotional engagement.

## **LITERATURE REVIEW**

### **Job Engagement**

The employee attitude can be easily analyzed through their work (Thomas & Biddle, 1966). Latterly, Kahn (1990) argued that employee also perform job activities other than their job descriptions. He has stressed that the employee easily get engaged with their working and also able to improve their working ability and personality as per their job responsibilities. Kahn (1990) “defined employee engagement as harnessing of organizational members themselves to their work roles”. He suggested that in the procedure of “employee engagement people employ and express themselves psychically, cognitively and emotionally during role performances”. As per the conclusion of Kahn, other social researchers have suggested that there are three types of engagement. Truss, Soane, Edwards, Croll & Burnett (2006) named employee engagement “as the passion for work”. Rich (2006) and Rich, Lepine and Crawford (2010) has stated that direct physical interaction “it is strong involvement of one’s physical energies towards certain task, ranging from laziness to vital involvement”. Another aspect is the cognitive engagement; it is explained as “cognitive engagement is intense focus of one’s attentions on the work tasks leading to thorough absorption and resistance to disturbances” (Rothbard, 2001; Rich et al., 2010).

Rothbard (2001) also argued that highly engaged workers always maintain their focus on their work and easily able to ignore any type of disturbance. But in some scenario's employee may have cognitive thinking about their detachment and due to that they may have lower focus on their work (Rich, 2006). Kahn (1990) research also has suggested different examples related to employee engagement and for disengagement. For instance, to second the thought about cognitive engagement, Kahn (1990) has provided the example of scuba-divers at the summer camp, where he analyzed that the scuba-diving guider was fully involved to perform the job by himself as well as it part of his duty. Kahn (1990) also explained the disengagement through the example of architect who always performs duties over "automatic, unthinking approach, marked by not questioning others' decisions". Third aspect related to employee engagement is the emotional attachment (Rich et al., 2010). The emotional attachment is related to worker's thinking, feelings, understanding and ideas about the work (Kahn, 1990) and according to Rich (2006) and Rich et al. (2010) "leading to feelings of enthusiasm, pride and recognition". Kahn (1990) has said that emotional absence is the opposite of the emotional attachment and he also elaborated this terminology like the emotional detachment in respect to other workers as well.

### **Organizational Justice**

the organizational studies are always included different descriptive type variables to conclude about the organizational justice (Greenberg, 1987; Lind & Tyler, 1988; Lam, 2002). Cremer (2005) has "suggested that organizational justice is a dominating theme in organizational life". Hockey and James (1993) has explained that "justice refers to perceptions of employees about fair treatment received from organization and their behavioral reaction to such perceptions". There are two types of organizational justice, one is distributive justice, second is procedural justice (Greenberg, 1987). According to Cropanzano and Ambrose (2001) distributive justice is the fair division of the sources and with the focus on results. Procedural justice is elaborated as the equal and fair written process for every one employee. But on the other hand interactional justice is the equal personal level behavior with all employees (Bies & Moag, 1986; Selvarajan & Cloninger 2012). According to Adams (1965) initially organizational justice was described on base of distributive justice and theory of equity. Different experts focus only on the two basic components of justice ("distributive & procedural justice") (Thibaut & Walker, 1975; Mayer, Bardes & Piccolo 2008). That is why this study considers these two dimensions for conducting the research.

### **Distributive Justice**

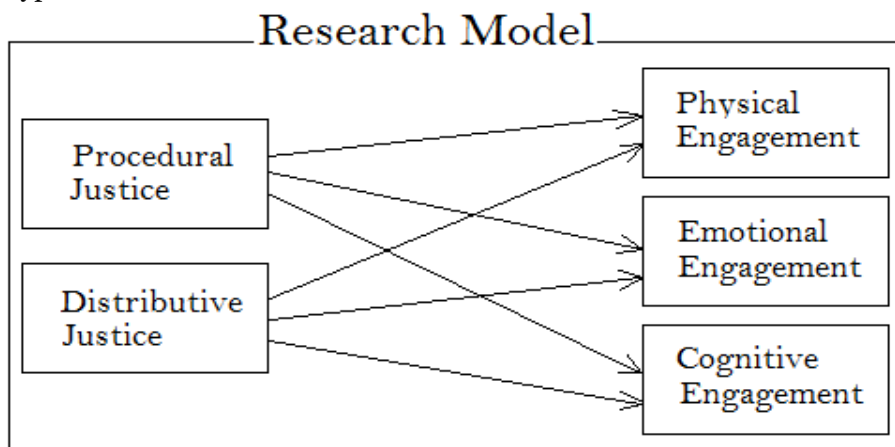
According to Lind and Tyler (1988) distributive justice can be elaborated as "fairness of output in term of contribution, needs and equity perspective". Early researches particularly in 1960's there was much focus on distributive justice. There was an equity theory constructed by the Adams (1965) and Wills and Winzor (2009), this particular theory focus on the distributive justice. This theory suggests that prediction of equality do not based on consistent outcomes (Adams, 1965). It is clearly based on social estimation of inputs in results to the outputs. To

analyze the fair division, Adams (1965) has concluded that first is needed to analyze the ratio of workers' performance with respect their financial compensation. As per theory of Adams (1965) inequality among the rewards such as very high and very low level of rewards becomes the reason for injustice. Due to that injustice workers may not perform their jobs properly or even they disturb the output such as theft or misplacing the goods as well. Adams has tried to establish justice based theory (Byrne & Cropanzano 2001; Zhu & Akhtar 2014). This theory was very much useful only in manufacturing units (Colquitt & Zipay 2015). In manufacturing units, inputs consist on education level, experience level and level of efforts and on other hand outputs contains compensation, promotion and other rewards and bonuses (Rubenstein, Allen & Bosco 2019).

### Procedural Justice

The procedural justice can be elaborated as "the fairness of the means or procedures by which decisions are made or outcomes are achieved" (Cropanzano & Ambrose, 2001). As per Thibaut & Walker (1975) and Pinder (2014) have said that procedural justice only based on outcomes and process of doing something within an organization. There are six procedural rules and regulations to understand the fairness of an action or activity (Leventhal, 1982; Rogers, 2007). Followings are the rules such as smoothness, envoy, accuracy, reliability, unfair repression and ethics (Leventhal, 1980; Rogers 2007). The description suggests that the different aspects are linked with procedural like justice. After making some alteration these all variables are very much important for the justice (Cropanzano and Greenberg, 1997; Colquitt et al., 2012). There are different studies, which explain that the procedural justice is basically the way how the employee discloses themselves. That's why it can be the basic input to enhance understanding about the fairness thinking (Lind & Tyler, 1988; Kim & Mauborgne 2014). According to the Thibaut & Walker (1975) it is based on views of employees (like their voice) and the theory of process.

Figure 1 Hypothesized Research Model



## Hypothesis Development

Saks (2006) examined that distributive justice has positive influence on the engagement. Also, distributive justice has significant positive influence on employee engagement (Alvi & Abbasi 2012; He, Zhu & Zheng 2014). From best of researcher knowledge, no previous research has examined the effect of distributive justice on physical engagement, cognitive engagement and emotional engagement. Current study suggests following hypothesis. Distributive Justice has positive significant “influence on 1(a) Physical Engagement, 1(b) Cognitive Engagement, 1(c) Emotional Engagement.” Procedural justice is positively linked with employee engagement. But this link is weak as compare to the link of distributive justice with employee engagement (Alvi & Abbasi 2012; Saks 2006). From best of researcher knowledge, no previous research has examined the effect of the procedural justice on “physical engagement, cognitive engagement and emotional engagement”. Thus, this research assumes the following hypotheses.

H<sub>1</sub>: Procedural Justice has positive significant influence on 1(a) Physical Engagement, 1(b) Cognitive Engagement, 1(c) Emotional Engagement.

H<sub>2</sub>: Distributive Justice has significant influence on 1(a) Physical Engagement, 1(b) Cognitive Engagement, 1(c) Emotional Engagement.

## RESEARCH METHODOLOGY

### Scales and Measurements

The procedural justice is accessed by the scale of by 2 statements. The statements are coated in wording “fair” layouts (Cole & Flint 2004). Whereas, distributive justice is accessed by “two items scale”. This scale is adopted from (Cremer, 2005). The answers of these scale is ranging from 1 = very much so to 5= not at all. The physical, cognitive and emotional engagement is estimated by “total 18 items scale on “five point Likert type scale ranging from strongly disagrees to strongly agree”. This scale is adopted from Rich (2010).

### Data Collection

Data was gathered with the help of “simple random sampling method” from selected 44 bank branches. Officer rank employees are target population. Number of distributive questionnaires was 423. Overall 322 were returned back which was result in 76% response rate.

Table 1 Reliability Statistics

S. No	Variables	Cronbach's Alpha
1	Physical Engagement	0.932
2	Cognitive Engagement	0.918
3	Emotional Engagement	0.666
4	Distributive Justice	0.799
5	Procedural Justice	0.642

Reliability of data depends upon the value of Cronbach alpha which will be always > 0.6. Table No1 results in value of Cronbach alpha of physical engagement is 0.932. This value is clearly

greater than 0.6. Table 1 is also results in value of Cronbach alpha of cognitive engagement is 0.918. This value is clearly greater than 0.6. This indicates that the data is reliable. Moreover, Table No1 results in value of Cronbach alpha of emotional engagement i.e. 0.918. This value is clearly greater than 0.6. This indicates that data is reliable. Table No 1 also results in value of Cronbach alpha of distributive justice is 0.799. This value is clearly greater than 0.6. This indicates that data is reliable. Similarly, table 1 provides value of Cronbach alpha of procedural justice is 0.799. This value is clearly greater than 0.6. thus, the analysis shows that construct has good and acceptable reliability.

Table 2 Correlation Analysis

	Distributive	Procedural	Physical	Emotional
Procedural Justice	0.613**	-		
Physical Engagement	0.515**	0.373**	-	
Emotional Engagement	0.474**	0.397**	0.654**	-
Cognitive Engagement	0.534**	0.353**	0.756**	0.698**

Table 2 describe correlation analysis among all variable of study. All variables have positive significant relationship with each other's. Procedural justice has positive significant relation with distributive justice. The physical engagement has positive relationship with "procedural justice and distributive justice". The emotional engagement has positive link with procedural justice and distributive justice and physical engagement. Cognitive engagement has positive relationship with the procedural justice and distributive justice, physical and the emotional engagement.

Table 3 Regression Analysis (Model Summary)

Model	R	R <sup>2</sup>	Adjust R <sup>2</sup>	Std. Error of Estimation
1	.520 <sup>a</sup>	0.270	.266	.87124

Table 4 Regression Analysis (ANOVA)

	Model	Sum Squares	Df	Mean Square	F	Sig.
1	Regression	86.861	2	43.431	57.217	.000 <sup>b</sup>
	Residual	234.547	309	.759		
	Total	321.409	311			

Table 5 Regression Analysis (Coefficient of Regression)

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.488	.224		6.637	0.0000
	Distributive Justice	.370	.050	.458	7.442	0.0000
	Procedural Justice	.076	.050	.093	1.515	0.131

a. Predictors: (Constant), Procedural Justice and Distributive Justice

b. Dependent Variable: Physical Engagement

Above tables indicates the regression of “procedural and distributive justice” with the physical engagement. Values of  $R^2$ , Value of F are good and in the acceptable range. Value of p of F is 0.0000 which is less than 0.01. Similarly, all the values of t are non-zero. For relationship of distributive justice with physical engagement value of p is 0.0000 this value is less than 0.01. Hence our hypothesis for the relationship of distributive justice with physical engagement is accepted. Table no 7.3 also describes that  $\beta = 0.37$ . This describes that change of one unit in distributive justice will result in 37% change in physical engagement. Furthermore, for the relationship of “procedural justice” with physical engagement value of p is 0.131, this value is  $> 0.10$ . This means that our hypothesis about the relationship of procedural justice with physical engagement is not accepted. The procedural justice has positive insignificant effect on physical engagement. These results are similar with past researches i.e. influence of distributive and procedural justice with employee engagement carry the same pattern. But these are findings of current research.

Table 6 Regression Analysis (Model Summary)

Model	R	$R^2$	Adjusted $R^2$	Std. Error of Estimation
1	.535 <sup>a</sup>	.286	.282	.86728

Table 7 Regression Analysis (ANOVA)

Model		Sum Squares	Df	Mean Square	F	Sig.
1	Regression	93.165	2	46.582	61.930	0.0000
	Residual	232.422	309	.752		
	Total	325.587	311			

Table 8 Regression Analysis (Coefficient of Regression)

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	“Beta”		
1	(Constant)	1.333	.223		5.975	0.0000
	Distributive Justice	.414	.050	.509	8.365	0.0000
	Procedural Justice	.034	.050	.041	.678	0.498

a. Predictors: (Constant), Procedural Justice and Distributive Justice

b. Dependent Variable: Cognitive Engagement

Above tables indicates regression analysis of “procedural & distributive” justice with cognitive engagement. The values of  $R^2$ , Value of F are good and in acceptable range. Value of p of F is 0.0000 which is less than 0.01. Similarly, all the values of t are non-zero. For relationship of distributive justice with physical engagement value of p is 0.000 this value is less than 0.01. Hence our hypothesis for the relationship of distributive justice with cognitive engagement is accepted. The value of  $\beta$  for this relationship is 0.414. This describes that change of one unit in distributive justice will result 41.4% change in physical engagement. Also, for relationship of procedural justice with cognitive engagement value of p is 0.498 this value is greater than

0.10. This means that our hypothesis about relationship of procedural justice with cognitive engagement. The procedural justice has positive insignificant effect on cognitive engagement. These results are similar with impact of distributive and procedural justice with the employee engagement carry the same pattern. The variable shows significant information in deciding the relationship among the research variables.

Table 9 Regression Analysis (Model Summary)

Model	R	R <sup>2</sup>	Adjusted R <sup>2</sup>	Std. Error of Estimation
1	.493 <sup>a</sup>	.243	.238	.94914

Model	Sum Squares	Df	Mean Square	F	Sig.	
1	Regression	89.421	2	44.711	49.631	0.0000
	Residual	278.366	309	.901		
	Total	367.787	311			

Table 10 Regression Analysis (ANOVA)

Table 8 Regression Analysis (Coefficient of Regression)

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	Constant	1.127	.244		4.617	0.000
	Distributive Justice	.320	.054	.370	5.906	0.000
	Procedural Justice	.148	.054	.171	2.725	0.007

a. Predictors: (Constant), Procedural Justice and Distributive Justice

b. Dependent Variable: Emotional Engagement

The present study also aimed to examine the relationships among procedural and distributive justice with emotional engagement. Above tables indicates regression analysis of “procedural & distributive justice” with emotional engagement. The values of R<sup>2</sup>, Value of F are good and in acceptable range. Value of p of F is 0.0000 which is less than 0.01. Similarly, all values of t are non-zero. For relationship of the distributive justice with emotional engagement value of p is 0.000 this value is less than 0.01. Hence our hypothesis for the relationship of distributive justice with emotional engagement is accepted. The value of  $\beta$  for this relationship is 0.320. This describes that change of one unit in distributive justice will result in 32% change in emotional engagement. For relationship of “procedural justice” with emotional engagement  $p = 0.007$  this value is less < 0.05. Hence our hypothesis for the relationship of procedural justice with emotional engagement is accepted. The value of  $\beta$  for this relationship is 0.148. This describes that change of one unit in the distributive justice provide 14.8% change in emotional engagement. This result is also the finding of current research. The results of the study show significant information in deciding about the relationships of variables under consideration. These results thus help in concluding the study.



## CONCLUSION

Present study is designed to check the effect of procedural justice and distributive justice on three kinds of the employee engagement like physical engagement, cognitive and emotional engagement. The results indicate that distributive justice has significant impact on physical engagement, cognitive and the emotional engagement. On contrary, the procedural justice has insignificant positive effect on physical engagement, cognitive engagement. Also, this variable has positive impact on emotional engagement. Current study adds in the body of literature by considering relationship of procedural and distributive justice with three kinds of engagement like physical engagement, cognitive and emotional engagement. In future researches, more variables may include as predictors and consequences of physical engagement, cognitive and emotional engagement for perceived organizational and supervisor support, compensation benefits use as the predictors and the organizational performance, organizational innovation, organizational citizenship behavior, intentions to leave as outcome variables.

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