The Organisational Justice as a Human Resources Management Practice and its Impact on Employee Engagement: The case of the Prefecture of Attica (Greece)

Athanasios Lamprakis[*], Kalliopi Alamani[**], Athina Malliari[***], Ilias Grivas[§]

Abstract

Organisational justice is a key component in the practice of human resources management in any work environment. The aim of this research survey is to highlight the meaning and importance of organisational justice and its impact on employee engagement. To achieve this aim, except for the literature review, the survey examines the extent to which the distributive, procedural and interactional justice impact on work and organisational engagement, through a research in a certain Greek public organisation. As regards the statistical analysis of the research hypotheses, we used methods of the SPSS 17.00 statistical package. The results showed that the distributive justice significantly impacts on both types of engagement, while no effect was detected between procedural justice and the two types of engagement. The interactional justice was found to determine, partly, only the organisational engagement. The findings overwhelmingly verified the existing bibliographical references, resulting in a noteworthy empirical precedent which could contribute to the field concerning the impact that organisational justice exerts on certain aspects of organisational behaviour.

Keywords: organisational justice; work engagement; organisational engagement; Prefecture of Attica.

JEL classification: M1; M16.

1. INTRODUCTION

Various studies suggest that the sense of justice that employees feel at work has positive effects on most employees' behaviour parameters in the organisation, such as job satisfaction, work efficiency, organisational commitment, trust and overall performance (Ghosh *et al.*, 2014). Surveys have so far highlighted two important dimensions of organisational justice: "distributive justice" and "procedural justice". Later, the concept of justice was reinforced by another dimension, the "interactional justice", which sometimes is

[*] Department of Business Administration, Piraeus University of Applied Sciences, Greece; e-mail *lamprakis.than@gmail.com* (corresponding author).

[**] Department of Business Administration, Piraeus University of Applied Sciences, Greece; e-mail: *alamani.popi@gmail.com*.

[***] Department of Business Administration, Piraeus University of Applied Sciences, Greece; e-mail: *amalliari@ametro.gr*.

[§] Department of Business Administration, Piraeus University of Applied Sciences, Greece; e-mail: *ig6430@yahoo.gr*.

sub-divided into two new components: the "interpersonal justice" and the "informational justice" (Colquitt, 2001).

On the other hand, the concept of employee engagement constitutes one of the most important parameters of organizational behaviour, revealing the degree of commitment of each employee individually either towards their work ("work engagement") or their organization ("organisational engagement") – see Anitha (2014), Saks (2006). Results from many researches have demonstrated that there is a strong link between organisational justice and employee engagement, influencing the work behaviour, mutual trust, performance and the well-being of the employees and the organisation as a whole (Alvi and Abbasi, 2012; Agarwal, 2014). The current research can contribute to the field by providing support and verification concerning the strong impact that organisational justice exerts on the employee engagement.

2. ORGANISATIONAL JUSTICE

The notion of fairness or justice in the workplace has become one of the most important parameters in the domain of organisational behaviour in the last decades. It expresses the extent to which the sense of an organisational justice climate is perceived by all employees and it defines the quality level of the social interaction which takes place within the context of the workplace (Mahajan and Benson, 2013).

Any event, action or decision is perceived fair or not according to each individual's value system. In the literature, there are mentioned various types of interactions among employees at work, so the notion of justice is treated as an integral concept characterizing these interactions. "Organisational justice" refers to the fair and ethical behaviour of organisations towards their employees. Organisational justice dictates the rules governing the distribution of work outcomes, such as the rewards and punishments, depending on each employee's effort and performance. It also specifies the type of distributive procedures and acts as an interpretitive lens for the ways people interact (Colquitt et al., 2001; Colquitt et al., 2005).

Within an organisational justice framework, employees are given the opportunity to report whether they have been treated fairly or not by their organisation, a fact which may even justify their positions with reference to various work-related factors (Colquitt et al., 2005). The most commonly used model for justice includes the following four dimensions: "distributive justice", "procedural justice" and two types of "interactional justice", namely the "interpersonal" and "informational justice" (Colquitt, 2001). These four dimensions are different concepts and every one should be distinguished from each other. Nevertheless, the "interactional justice" ("interpersonal" and "informational justice" together) appears in most surveys as a single part of justice, a practice that we followed in this research (Ghosh et al., 2014).

A. "Distributive Justice"

This dimension of justice is based on the conception that social behaviour is regulated by the distribution of rewards, that is the distribution of work outcomes according to the employees' efforts and performance. "Distributive justice" describes the degree to which wages and rewards are allocated to employees in a non-discriminatory manner. It refers to the sense of fairness that the employees perceive when faced with management decisions concerning the distribution of earnings, salaries and promotions (Colquitt, 2001). "Distributive justice" exists when the distribution of rewards, such as wages, other remunerations, allowances and benefits, are in line with the expectations of the employees

and correspond to the efforts which these employees have made for the organisation (Ghosh *et al.*, 2014; Mahajan and Benson, 2013).

B. "Procedural Justice"

This dimension of justice refers to perceptions people hold related to a sense of fairness and a belief in an unbiased system by which the rewards have been allocated and distributed in the workplace. "Procedural justice" is relating to the processes, mechanisms and procedures of allocating and distributing rewards in the workplace. If the employees perceive such procedures as sound and consistent generating a sense of improvement and enhancement, they are more inclined to believe that the managers of the organisation operate on a basis of meritocracy and objectivity (Colquitt *et al.*, 2005; Niehoff and Moormann, 1993).

Many researchers have proved that the sense of procedural justice that employees perceive in the workplace, is strongly correlated with a wide spectre of behaviours and attitudes expressed by them in the social environment of this workplace. If people believe that procedures operate on a fair basis, they are more satisfied with their rewards, even if these rewards are not attractive. Such a sense of justice means that employees demonstrate positive behaviours in return for their fair treatment by their organisation. They feel to be valuable resources, useful in their social exchange and interaction, exactly due to the fact that the appropriate attention has been paid to them by their organisation (Hon *et al.*, 2011).

C. "Interactional Justice"

In addition to the employees' interest on rewards and procedures, they always monitor and assess whether others, like colleagues and managers, behave with respect and dignity towards them. "Interactional justice", formerly part of "procedural justice" and finally ending up as an independent justice dimension, describes the human factor of the organisational procedures, referring to the quality of interpersonal relations and focusing on aspects of behavioural conduct among employees, such as seriousness and sensitivity, courtesy and integrity (Colquitt, 2001; Ghosh *et al.*, 2014). Many researchers consider the two dimensions of interactive justice, namely the "interpersonal" and "informational justice", as two separate notions (Colquitt, 2001).
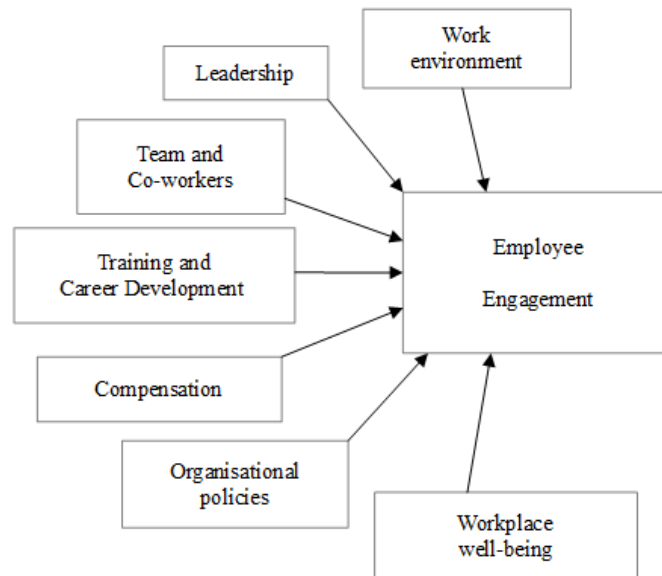
3. EMPLOYEE ENGAGEMENT

As regards the concept of engagement, the first novel contribution is the pioneering review by Kahn (1990), regarding the personal commitment towards work. Kahn has been considered to be the academic father of the employee engagement concept, recognising that personal engagement is a vital factor which contribute to employee work performance. Engaged employees offer themselves naturally, cognitively, emotionally and intellectually during the performance of their work roles. Employee engagement is nowadays recognised as a psychological component that involves two critical elements: attention and absorption. It is conceived as a conceptual state in which employees have a positive attitude towards their job and find that their job is endowed with meaning. They also conceive their workload manageable and look forward to their work prospects in the future (Ghosh *et al.*, 2014; Guest, 2014).

Researchers that have studied the concept of job burnout depict the employee engagement as the absolute opposite meaning of job burnout. According to Maslach *et al.*

(2001), the employee engagement is characterised by energy, involvement and efficiency, thus constituting the direct opposite meanings of the job burnout three dimensions, which are exhaustion, cynicism and inefficiency. More recent surveys have described engagement as a synthesis of a person's attitudes (e.g. personality, social position and behaviour) towards the conditions in the workplace (organisational conditions, work environment, work relations, etc.). Also, employee engagement has been identified as a positive work-psychological state characterised by a genuine employee's desire to contribute to the organisation's success (Ghosh *et al.*, 2014). Saks (2006) maintains that employee engagement can be expressed in two different ways, such as the "organisational commitment" and the "organisation citizenship" behaviours.

In sum, there are three employee categories: a) The work-engaged employees that are connected intellectually and emotionally to their job and organisation, are efficient, focus on goals and are looking forward to the better, b) The partly engaged employees, who focus on implementing specific tasks by executing orders from superiors, or c) The work disengaged employees, that means the inefficient employees, who are a burden to the organisation (Kahn, 1990; Anitha, 2014). According to Anitha (2014), seven main factors shape "employee engagement", (see Figure no. 1).

Source: *Anitha (2014, p. 311)*
Figure no. 1 – Factors shaping Employee Engagement

Current literature verifies that there exist clear differences between the concepts and structures of the "work" and "organisational engagement". Saks (2006) suggests that "work engagement" and "organisational engagement" are entirely different concepts and structures, with a different set of priorities and consequences. This occurs because the psychological conditions which determine each construction are different. Provided that the two most prominent roles for most members of an organisation are their role in the

workplace and their role as members of the organisation, our study adopted the idea that the "employee engagement" should be based on two different structures, namely the "work engagement" and the "organisational engagement" (Kahn, 1990).

3.1 "Work Engagement"

"Work engagement" is a multi-dimensional emotional construction described as a positive mental fulfilment of the work state that is characterised by vigor, dedication and absorption (Ghosh *et al.*, 2014; Schaufeli *et al.*, 2002; Schaufeli and Bakker, 2010). "Work engagement" is defined as a psychological state accompanying the behavioural investment of the individual's energy. It testifies the ways in which the employees experience their work: as an incentive and energy factor into which they want to devote their time and efforts (the component of vigor), as a specific and meaningful purpose (the component of dedication) and as an exciting vision to which they are all highly concentrated (the component of absorption); see Schaufeli and Bakker (2010) and Schaufeli and Bakker (2004).

"Work engagement" is characterised by a high level of energy and possible recognition. It is a dynamic dialectical relationship that exists between an employee's action (physical, cognitive, emotional and intellectual) at work and the work itself, enabling the individual to express these features (Kahn, 1990). In our study we make use of questionnaire UWES-9 which portrays various ways of engagement as follows (Balducci *et al.*, 2010; Saks, 2006):
- "When I wake up in the morning I feel to want to go to my job" (vigor),
- "I am proud of the job I do" (dedication), and,
- "I am absorbed in my job" (absorption).

3.2 "Organisational Engagement"

Saks (2006) has described "organisational engagement" as the deep involvement of employees in their organisation, who feel proud to be members of that organisation. He has concluded that "organisational engagement" is the attitude of a person and their identification with the company/organisation. Proofs of "organisational engagement" are expressions such as: "One of the most stimulant/exciting things for me is to deal with what happens to my organisation" and, "I am very committed to this organisation" (Saks, 2006).

Studying the literature concerning the relation between the "organisational justice" and "employee engagement", we understand that there are documented conclusions in many different surveys which are most focused on "work engagement" and less on "organisational engagement" (Ghosh *et al.*, 2014). Overall, there is no doubt that the construct of "organisational engagement" has been largely neglected. In a highly fluid and global work environment the feelings, attitudes, and behaviours of the employees towards the organisation-rather than the job-can seriously affect their commitment and performance, more than any other organisational factor. This undisputed reality confirms the ever-increasing importance of the meaning of the "organisational engagement" exhibited by employees in a globalized world (Malinen *et al.*, 2013).

All in all, given the fact that the dynamic nature of the "organisational engagement" exercises an important influence on significant organisational variables, we treat the "work" and "organisational engagement" as two separate entities, in order to demonstrate the impact of "organisational justice" on both elements of "employee engagement" (Saks, 2006).

4. ORGANISATIONAL JUSTICE AND EMPLOYEE ENGAGEMENT

There is ample documentation detailing and regarding how the employees' perception about the organisational justice may affect their engagement to work (work engagement-WE) and their engagement to the organisation (organizational engagement – OE). It is alleged that obligations are usually created by interactions among people living in mutual interdependence (reciprocal interdependence).   In the course of time these interpersonal relations are transformed to relations of trust and mutual loyalty, provided that people comply with social rules of "exchange" in the context of this interaction. Organisational justice, which expresses the perceived sense of justice in the workplace, interprets interactions among people on the basis of the social rules of "exchange". Surveys show that the organisational justice is directly related to the quality of these social exchanges/interactions between individuals and their organisation, leading eventually to engagement (Ghosh et al., 2014).

Research in organisational justice points out that whenever the employees believe that the organization's behaviour towards them is fair, they engage in positive behaviour in favour of that organisation. When employees have a strong sense of justice in their workplace, they are more committed to their work and organisation, increasing eventually their expression of engagement. Fair treatment in the workplace affects the social self-identification of the employees, resulting in higher employee engagement. Surveys reveal a direct impact of organisational justice on both work and organisational engagement (Park et al., 2016; Malinen et al., 2013). More specifically, survey research findings reveal a strong positive correlation between distributive and interactional justice dimensions and employee engagement. They also suggest that procedural and interactional justice dimensions are positively correlated with work engagement, engendering mutual trust and higher employee engagement levels (Gupta and Kumar, 2012; Agarwal, 2014).

Surveys also show that a lack of a sense of justice may reduce employee engagement and may increase job burnout. On the other hand, the sense of a perceived organisational justice increases employee engagement and reduces work stress (Maslach et al., 2001). When employees believe that the organisational decisions and acts of their superiors are unjustified, they feel anger, indignation and frustration, feelings that lead to a final abandonment or resignation. By contrast, if the employees perceive a sense of organisational justice, they become more solid and honest in their roles through a higher level of engagement (Saks, 2006; Niehoff and Moormann, 1993). Results of other research surveys dictate that distributive, procedural and interactional justice are significantly correlated with and determine "organisational engagement", while only distributive and interactional justice (not procedural justice) exert a significant impact on "work engagement" (Ghosh et al., 2014; Alvi and Abbasi, 2012).

From the literature review mentioned above and on the basis of the following conceptual model (see Figure no. 2), we have built three research hypotheses:

H_{0-1}: "Distributive justice" doesn't positively predict "work" and "organisational engagement".

H_{1-1}: "Distributive justice" positively predicts both "work" and "organisational engagement".

H_{0-2}: "Procedural justice" doesn't positively predict "work" and "organisational engagement".

H_{1-2}: "Procedural justice" positively predicts both "work" and "organisational engagement".

H_{0-3}: "Interactional justice" doesn't positively predict "work" and "organisational engagement".

H_{1-3}: "Interactional justice" positively predicts both "work" and "organisational engagement".
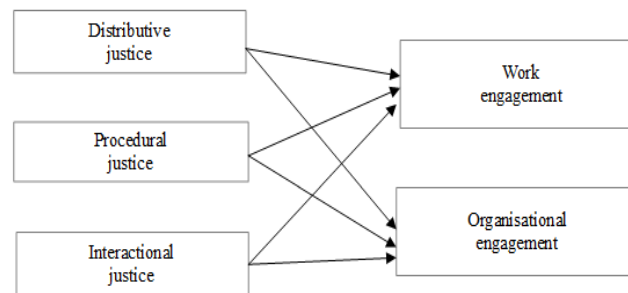
Figure no. 2 – Conceptual model linking the research variables

5. RESEARCH METHODOLOGY

The research tool used in our survey was the structured questionnaire. We used questions of the five-point Likert scale, while for the demographic data we used dichotomic and multiple-choice questions. "Organisational justice" was measured by the twenty-item form of Niehoff and Moormann (1993). "Work engagement" was measured by the nine-item succinct form of UWES-9 proposed by Schaufeli *et al.* (2002) – Italian version – and "organisational engagement" was measured by the six-item form developed by Saks (2006).

Our survey was carried out from January to February 2016. The questionnaires were randomly distributed in the Prefecture of Attica (Greece), which was chosen as the research field of our survey. 100 questionnaires were distributed, while a total of 80 valid questionnaires were received (80% response rate). For the analysis of statistical data and the extraction of the conclusions we used the SPSS 17.00 statistical package. We used descriptive statistics (mean, prevailing value, frequency tables, variance, etc.) and we calculated the Cronbach's Alpha reliability indicator. For all the research hypotheses we used the Pearson's r-linear correlation coefficient and the multiple regression analysis, through the stepwise technique.

6. STATISTICAL ANALYSIS

6.1 Cronbach's Alpha Reliability Indicator

Cronbach's Alpha reliability indicator is a valuation metre of the sample response's reliability and the questionnaire's structure itself. A high value of that index (usually more than 0.7) is used as a proof that the reliability of the research carried out is very high. In our case, the Cronbach's Alpha index was measured on a very high level (0.957) – see Table no. 1.

Table no. 1 – Cronbach's Alpha reliability indicator

Case Processing Summary		N	%
Cases	Valid	80	100.0
	Excluded	0	0.0
	Total	0	100.0

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha based on Standardized Items	Number of Items
0.957	0.957	35

Note: [a] Listwise deletion based on all variables in the procedure

6.2 Demographic data of the sample

As regards the gender of respondents, it is found that 33.8% of the sample (27) were male and 66.3% (53) female. As regards the age of respodents, 6.3% of the sample (5) were aged between 25-34 years old, 47.5% (38) between 35-44 years old, 36.3% (29) between 45-54 years old and 10% (8) over 55 years old. In relation to marital status of respodents, 22.5% of the sample (18) were single, 71.3% (57) were married, 5% (4) were divorced and 1.3% (1) were widowed. In relation to educational qualifications, high school graduates constituted the 16.3% of the sample (13), 45.1% of the sample (36) were bachelor holders, 36.3% (29) were master holders and 2.5% (2) were doctorate holders. In relation to the existence of children, 68.8% of the sample (55) had at least one child and 31.3% (25) were childless. As regards the total years of work, 15% of the sample had a total work experience up to 10 years, 47.5% had an overall working life between 11-20 years and the remaining 37.5% had a total work experience between 21-36 years. It was also found that the vast majority of the employees (58.8%) had a total work experience between 14-25 years.

6.3 Descriptive statistical data

The items concerning "distributive justice" showed that the sense of this kind of organisational justice among the sample's civil servants was moderate (mean = 2.68). Moderate was also the sense of "procedural justice" in the sample (mean = 2.86), while much higher was the sense of "interactional justice" (mean = 3.22) – see Figure no. 3a.

The items concerning "work engagement" showed that the sense of this kind of employee engagement among the sample's civil servants was strong enough (mean = 3.19). Slightly more than moderate was the sense of "organisational engagement" (mean = 2.99) – see Figure no. 3b.
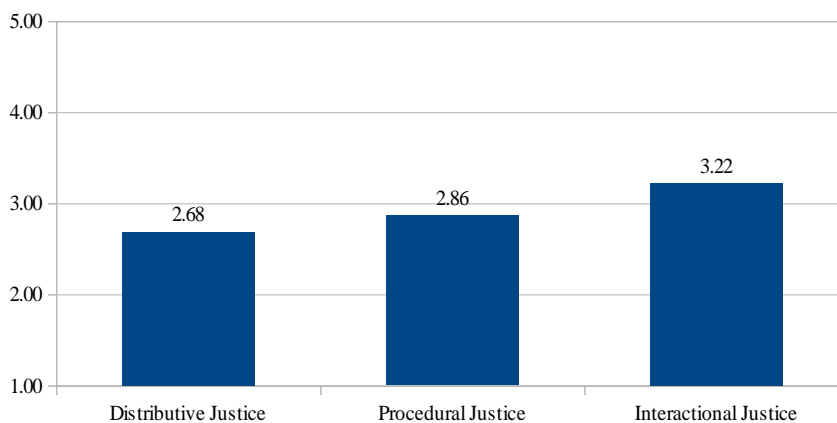

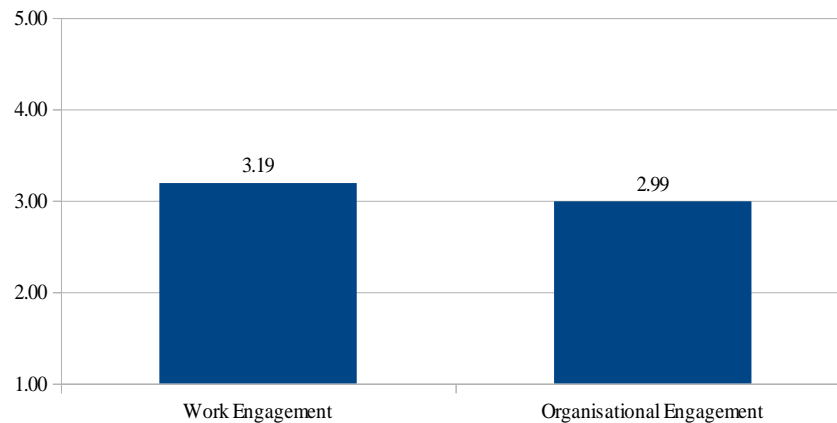**Figure no. 3a – Means of Organizational Justice's dimensions**

Figure no. 3b – Means of Employee Engagement's dimensions

In general, the total sense of "employee engagement" among the sample's civil servants was detected to be on a higher degree in comparison with the total sense of "organisational justice". At the same time, from both forms of employee engagement, "work engagement" was also detected to be on a higher level in comparison with the "organisational engagement" (see Figures no. 3a and 3b).

6.4 Research results

6.4.1 Pearson's r-linear correlation coefficients

a) The results of the correlation coefficients show that there is a strong positive correlation between the "distributive justice" and "work engagement" (r = 0.483) and an also strong positive correlation between the "distributive justice" and "organisational engagement" (r=0.420), at a significance level of α = 0.01 (see Table no. 2).

Table no. 2 – Correlation coefficient matrix

		Work Engagement	**Organisational Engagement**
Distributive Justice	Pearson Correlation	**0.483**[**]	**0.420**[**]
	Sig. (2-tailed)	0.000	0.000
	N	80	80
Procedural Justice	Pearson Correlation	**0.236**[*]	**0.262**[*]
	Sig. (2-tailed)	0.035	0.019
	N	80	80
Interactional Justice	Pearson Correlation	**0.367**[**]	**0.386**[**]
	Sig. (2-tailed)	0.001	0.000
	N	80	80

** Correlation is significant at the 0.01 level (2-tailed)
* Correlation is significant at the 0.05 level (2-tailed)

b) The results of the correlation coefficients show that there is a rather weak positive correlation between the "procedural justice" and "work engagement" (r = 0.236) and an also

weak positive correlation between the "procedural justice" and "organisational engagement" (r = 0.262), at a significance level of α = 0.05 (see Table no. 2).

c) The results of the correlation coefficients show that there is a mediocre positive correlation between the "interactional justice" and "work engagement" (r = 0.367) and an also mediocre positive correlation between the "interactional justice" and "organisational engagement" (r = 0.386), at a significance level of α = 0.01 (see Table no. 2).

6.4.2 Multiple regression analysis

Using the multiple regression analysis and the stepwise technique, we can identify in what degree the three independent variables ("distributive", "procedural" and "interactional justice") predict the two dependent variables ("work" and "organisational engagement").

A) As regards the dependent variable "work engagement", looking at the Table no. 3a, we can see that "distributive justice" is the only one independent variable that strongly predict the "work engagement" (Sig.< 0.05, VIF=1<2 and Beta=0.483). The other two independent variables ("procedural" and "interactional justice") have been rejected by the stepwise method as statistically non-significant regarding the prediction of "work engagement" (Sig. = 0.805 >0.05 for "procedural justice" and Sig. = 0.108 >0.05 for "interactional justice", respectively).

If we wish to express this dependence with a formula, we could write:

"Work Engagement" = (1.676) + (0.565) x ("Distributive Justice")

B) As regards the dependent variable "organisational engagement", looking at the Table no. 3b, we can see that the stepwise regression analysis gives us three different models that are statistically significant. In the second model, "distributive" and "interactional justice" sufficiently predict the "organisational engagement" (Sig. = 0.009<0.05, VIF = 1.281<2, Beta = 0.307 for "distributive justice" and Sig. = 0.036<0.05, VIF = 1.281<2, Beta = 0.242 for "interactional justice", respectively). The second model is absolutely preferable in comparison with the first model, because it gives us a higher interpretative competence (adjusted R square = 0.202 >0.166). The third independent variable ("procedural justice"), described in the third model, has been rejected because is detected with a negative correlation, a fact that is not verified by the bibliographical review.

If we wish to express this dependence with a formula, we could write:

Y = (1.393) + (0.328) x ("Distributive Justice") + (0.224) x ("Interactional Justice")
where: Y= "Organisational Engagement".

As regards the hierarchical significance of the second model, "distributive justice" predicts the "organisational engagement" in a stronger degree if compared with "interactional justice", since the factor beta is higher for "distributive justice" in comparison with "interactional justice", i.e. 0.307 >0.242, respectively (see Table no. 3b).

Table no. 3a – Multiple regression analysis on "Work Engagement"

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	0.483[a]	0.234	0.224	0.82548	1.642

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	1.676	0.324		5.171	0.000		
	Distributive Justice	0.565	0.116	0.483	4.877	0.000	1.000	1.000

Excluded Variables[b]

Model		Beta In	t	Sig.	Partial Correlation	Collinearity Statistics		Minimum Tolerance
						Tolerance	VIF	
1	Procedural Justice	-0.029[a]	-0.247	0.805	-0.028	0.718	1.394	0.718
	Interactional Justice	0.180[a]	1.624	0.108	0.182	0.780	1.281	0.780

a. Predictors: (Constant), Distributive Justice
b. Dependent Variable: Work Engagement

Table no. 3b – Multiple regression analysis on "Organisational Engagement"

Model Summary[d]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	0.420[a]	0.176	0.166	0.78176	
2	0.471[b]	0.222	0.202	0.76463	
3	0.520[c]	0.270	0.241	0.74563	1.847

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	1.789	0.307		5.827	0.000		
	Distributive Justice	0.449	0.110	0.420	4.088	0.000	1.000	1.000
2	(Constant)	1.393	0.353		3.947	0.000		
	Distributive Justice	0.328	0.122	0.307	2.694	0.009	0.780	1.281
	Interactional Justice	0.224	0.105	0.242	2.130	0.036	0.780	1.281
3	(Constant)	1.483	0.347		4.279	0.000		
	Distributive Justice	0.406	0.124	0.380	3.284	0.002	0.717	1.395
	Interactional Justice	0.542	0.176	0.587	3.085	0.003	0.266	3.764
	Procedural Justice	-0.463	0.207	-0.442	-2.230	0.029	0.244	4.094

a. Predictors: (Constant), Distributive Justice
b. Predictors: (Constant), Distributive Justice, Interactional Justice
c. Predictors: (Constant), Distributive Justice, Interactional Justice, Procedural Justice
d. Dependent Variable: Organisational Engagement

6.5 Analysis of the research hypotheses

By combining the results of Pearson's r-linear correlation coefficients with those of multiple regression analysis (through the stepwise technique), it can be concluded that:

1) As regards the first hypothesis, the H1-1 version is **fully verified**, since:
a) "Distributive justice" is positively related to (r=0.483, p<0.01) and predicts (beta=0.483, p<0.05) the "work engagement", and
b) "Distributive justice" is positively related to (r=0.420, p<0.01) and predicts (beta=0.307, p<0.05) the "organisational engagement".

2) As regards the second hypothesis, the H0-2 version is **fully verified**, since:
a) "Procedural justice" doesn't predict the "work engagement" (p=0.805>0.05), and
b) "Procedural justice" doesn't positively predict the "organisational engagement" (beta= - 0.442, rejected).

3) As regards the third hypothesis, the H1-3 version is **partly verified**, since:
a) "Interactional justice" is positively related to (r=0.386, p<0.01) and predicts (beta=0.242, p<0.05) the "organisational engagement", and
b) "Interactional justice" doesn't predict the "work engagement" (p=0.108>0.05).

7. CONCLUSIONS

7.1 Interpretation of results

Public sector in Greece has to play a central role in the country's effort to escape the vice of current crisis. Given the growing importance of human resources management in Greek public organisations, employee engagement is emerging as a key factor for the achievement of the country's development objectives. In our research survey, "distributive" and "procedural justice" have been detected in a mediocre degree, while "interactional justice" in a much higher level. On the other hand, the employee engagement has been detected in an also strong degree. Particularly, as regards the two dimensions "work engagement" and "organisational engagement", the former has been detected in a much stronger degree than the last one. It appears that Greek public servants of our sample are more engaged and dedicated to their task concerning their work and not so much to their organisation. This finding seems to be strongly explained by the fact that in our sample there is a moderate (and not high) sense of organisational justice.

It is interesting to be investigated in more details how the "employee engagement" is predicted or not and to what extent by "organisational justice". In our research survey, among the three components of justice, only "distributive justice" was found to be strongly related to and strongly positively predict both "work" and "organisational engagement". The same finding was detected in the research survey of Ghosh et al. (2014) that was conducted in public sector banks in India. "Procedural justice" was found to determine neither form of "employee engagement" and the same finding was detected in the research survey of Alvi and Abbasi (2012) that was conducted in public sector banks in Pakistan. Additionally, "interactional justice" was found to be related to and positively predict only the

"organisational engagement" (and not the "work engagement"), a finding that was also detected in both aforementioned research surveys.

Another important finding in our research survey was that, in the prediction of "organisational engagement", the "distributive justice" had the primary role, while the impact of the "interactional justice" was detected to exist in a less degree. This finding had been also detected in both research surveys of Ghosh *et al.* (2014) and Maslach *et al.* (2001). In this famous survey of Maslach *et al.* (2001), concerning the definition and analysis of the term "employee engagement" and the connection between the "employee engagement" and "burnout", the researchers indicate that employee engagement is strongly related to the employee's sense regarding the fair distribution of work load, the fair control and commitment for proportionate remunerations/rewards and the fair recognition of each employee's performance. On that basis, the "employee engagement" is primarily associated with "distributive justice" (that means a concept of equitable and fair reward and recognition) and secondarily with "interactional justice" (that means a sense of a supportive work environment and behaviour).

7.2 Managerial implications

The main problem identified in this research survey is the lack of an adequate perception of justice in Greek public organisation examined. The public servants of the sample seem to have a restraint in that matter and here there is a huge responsibility of human resources managers to find and improve all these variables leading to a work environment with an exuberant sense of justice. The relationship of a public servant with their organisation should and must be mutual. If employees feel that there is organisational justice and that they are treated fairly by their organisation, they express a high level of commitment, engagement, loyalty and performance. As regards the "distributive justice", the public servants expect by their organisation to recognise and reward their efforts. Given the fact that in Greek public sector it is difficult for somebody to wait for wage increases (due to the economic crisis), it remains an essential duty of the human resources managers to reward their employees in a moral basis, ensuring an equitable distribution of work load, a fair sharing of tasks deriving from it and an all-empracing communication system.

As regards the "procedural justice", the human resources managers are in dept to ensure an official standard procedure which guarantees all the following issues: the implementation of decisions based on objective information, the facility for the employees that their voice to be heard during decision-making processes, the jurisdiction for public servants to consider and change a decision at second time, the existence of a merit-based and a moral decision-making procedure concerning the promotions or disciplinary penalties and the removal of any suspicions or chances for personal favours or biases.

Finally, as regards the "interactional justice", although it was detected at a satisfactory level in our research survey, more can be done by the human resources managers in public organisations, like the establishment of an objective interview-system in the employees' promotion and evaluation, with the aligned operation of an essential and effective feedback-system.

The "distributive", "procedural" and "interactional justice" should become the essential and effective organic levers in public organisations in order to improve their efficiency and performance, thereby contributing to a higher employee engagement and simultaneously to a greater satisfaction of the citizens interacting with them.

7.3 Restrictions and suggestions for future researchers

Despite the best efforts of our team members, our research survey hasn't escaped the rule of restrictions. First of all, the size of the sample is relatively small, thus reducing the statistical significance of our results. Secondly, the geographical scope of our sample is limited to the Prefecture of Attica and it leaves out the rest of the country, thus preventing the possibility of generalising the results. Thirdly, the research was conducted in a certain Greek public organisation, with all its attendant restrictions, a fact that constituted a difficulty for public servants to express their opinion freely.

Therefore, in the light of these constraints, future researchers should focus more on the perception of the organisational justice and should define in a more analytical manner its impact on employee engagement. It is strongly recommended that research sample should be much bigger, in a nationwide scope, in order to ensure more generalized results. It is also recommended that future surveys should be extended including the private sector, thus enabling the researchers to compare the results found in the public with those found in the private sector.

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