

# ORGANISATIONAL JUSTICE, EXPERIENCING INTERPERSONAL CONFLICT AND EMPLOYEE ENGAGEMENT: A MODERATED MEDIATION ANALYSIS

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**Abstract** *Interpersonal conflict in a workplace is related to increased employee turnover rates, reduced creativity, and employee disengagement. Present study intends to examine how organisational justice can be related to lesser interpersonal conflict, i.e., task conflict, relationship conflict, and increased employee engagement. Data for the present study have been collected from 650 employees working in multinational corporations located in Gurgaon. Data collected have been validated using confirmatory factor analyses and hypotheses have been tested through structure equation modelling. Further, reliability and validity of data were confirmed. PROCESS has been applied to examine moderated-mediation. Results reveal that interpersonal conflict and employee engagement are negatively related, organisational justice is related to lesser conflict, organisational justice is positively related to employee engagement, and organisational justice is indirectly related to employee engagement through interpersonal conflict, but only when organisational justice is weak. The present study contributes to the existing literature by exploring that organisational justice may not only prevent conflict, but also affect how employees react when subjected to conflict. This study has been restricted to multinational corporations and Indian context only, which can be extended to other sectors and countries. This study contributes to the literature on employee engagement and the Job-Demand-Resource Theory by highlighting the moderating role of organisational justice. Present study confirms that organisational justice contributes to maintaining low levels of conflict as well as high levels of employee engagement.*

**Keywords:** *Organisational Justice, Task Conflict, Relationship Conflict, Employee Engagement*

## INTRODUCTION

The concept of organisational justice has emerged from Adams's theory of inequity, which emphasises on the perceived inaptness among job inputs and outcomes (Adams, 1965). Previous literature on organisational justice has mainly focused on the perceived fairness of resource distribution, distributive justice, and the relations of these perceptions to various criterion variables. Later, the emphasis was widened to embrace the fairness of decision-making process and procedural justice (Thibaut & Walker, 1975). Justice perceptions have explained its influence on numerous outcomes such as job satisfaction (Masterson et al., 2000), organisational citizenship behaviours, and counterproductive behaviours (Nowakowski & Conlon, 2005). The rise in instability and complexity in global business has escorted in an era where firms remain under pressure to retain talented employees as well as gain and sustain their competitive advantage. Organisational justice refers to the fair, just, and ethical treatment of individuals within an organisation

(Cropanzano & Randall, 1993). Failure to deal effectively with issues of fairness, trust, respect, and ethics can often lead to conflict and organisational dysfunction. While conflict is something that will never be eliminated and can often be constructive, it is critical for organisations to attend to the perceived fairness of these conflicts. No matter the outcome of conflict, be it constructive or adverse, there are emotional costs (Levine, 1998). These emotional costs remain long after the battle is over. These emotional scars strap employees in their own anger long after the event, focusing only on the promotion "lost," the salary increase "lost," or the award "lost." Therefore, careful attention to elements of justice that increase an individual's perceived sense of fairness should not be overlooked.

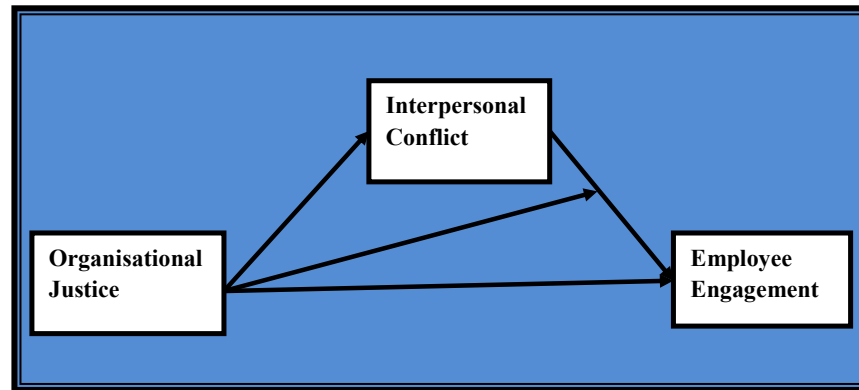
A number of studies have shown that experienced injustice at work is related to conflict-escalating behaviour and destructive behaviour (Ambrose, Seabright, & Schminke, 2002; Cohen-Charash & Spector, 2001). In line with this, Bond et al., (2010) has suggested to explore whether the experience of organisational justice leads to a heightened

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level of responsibility in the individual employee to treat other organisational members in a similar fashion, which may enhance their level of engagement. Despite of the conceptual explanation, examination of the association between organisational justice and conflict has received scant empirical attention in the literature. Therefore, the purpose of this study is to examine the impact of organisational justice on interpersonal conflict. The context for the study

is multinational corporations, where the concepts of justice and conflict are quite prevalent. Indeed, within this context, there is an increasing need to study employee engagement. Therefore, present study shall examine how organisational justice can be related to lesser interpersonal conflict, i.e., task conflict, relationship conflict, and increased employee engagement (Fig. 1).



**Fig. 1: Relating Organisational Justice and Employee Engagement through Interpersonal Conflict**

## ORGANISATIONAL JUSTICE AND EMPLOYEE ENGAGEMENT

Justice is an essential requirement for the successful functioning of organisations and the personal satisfaction of the employees (Greenberg, 1990). Distributive justice has emerged from equity theory (Adams, 1965). Employees contribute their time and effort for the organisation while employers compensate them through appropriate rewards and recognition. In line with this, employees' belief about equity or inequity is based upon their interaction with individual or group. Distributive justice is a significant predictor of work satisfaction with compensation and benefits, job attitudes (Cohen-Charash & Spector 2001; Colquitt et al., 2001), and turnover intentions (Konovsky & Cropanzano, 1991). Further, the interrelation between employees and their organisations leads to the fulfilment of mutual obligations and these obligations can lead to perception of organisational support and failure to meet them can lead to perceptions of organisational misidentification (Blau, 1964). The basic principle of Social Exchange Theory is the norm of reciprocity where employees, who perceive the distribution of rewards and resources to be fair and equitable, return the favour by being cognitively, physically, and emotionally engaged in their work. Furthermore, procedural justice refers to employees' conceptions regarding the fairness of the formal procedures used to distribute rewards and benefits at work (Thibaut & Walker, 1975). Employees who

feel that their organisational decision-making and other related processes are impartial and non-discriminatory are highly motivated to comply with organisational requests requirements (Bies, 2005). Procedural justice predicts various employee attitudinal and behavioural outcomes, including task performance, rule compliance, cooperation, and authority (Colquitt, Greenberg & Scott, 2005). Moreover, procedural justice anticipate employees' opinion regarding the fairness of decision-making as well as the processes by which they are induced to believe that the organisation cares for them and is concerned about their welfare (Moorman, Blakely & Niehoff, 1998). When employees perceive decision-making procedures to be accurate, consistent, unbiased, and correctable, they view their organisational systems as following processes that meet justice criteria (Colquitt et al., 2006). This is because, according to fairness theory and the relational model of justice, fairness in the process of mitigating allocation of outcomes and conveys the message that employees are valuable to the organisation. This enhances their self-esteem and self-worth, which assure them that they are being given due attention in return for their services (Colquitt & Chertkoff, 2002). Thus, procedural justice enhances mutual obligations among employer and employees as it strengthens individual beliefs arising out of cognitive appraisals of circumstances (Rousseau, 1995). On the basis of above discussion, we can posit that:

**H1: Organisational justice significantly leads to employee engagement.**

## ORGANISATIONAL JUSTICE AND INTERPERSONAL CONFLICT

Policies and procedures in the organisation influence the perceived intensity of conflict among employees (Kerwin, Doherty, & Harman, 2011). More specifically, when organisational justice is present in the organisation, employees perceive less intense disagreements about tasks and processes that results in increased positive outcomes such as satisfaction, motivation, and decreased negative outcomes such as stress and withdrawal. Further, it is increasingly relevant for formalised procedures and policies to be communicated and understood for perceptions of fairness to emerge. As such, organisational injustice may be a vital component in the development of conflict among employees within the organizations as perceptions of injustice with regard to policies and regulations may increase the potential for disagreement regarding codes of conduct, i.e., tasks and procedures, i.e., processes. Previous research has reported that employees are more likely to display positive work attitudes and behaviours when they perceive the organisation as fair (Cohen-Charash & Spector, 2001). Conversely, when employees experience that they have not been treated fairly in the work-related matters, they are more likely to respond with anger, resentment, and retaliatory behaviours (Priesemuth, Arnaud, & Schminke, 2013). Substantial research has demonstrated a relationship between injustice and interpersonal conflict (Priesemuth et al., 2013). In addition, it is useful to discuss how employees develop perception of fairness in the workplace; it is also significant to understand why a desire for fairness exists and how this need for fairness could affect conflict (Crawshaw et al., 2013). Distributive injustice occurs when the outcomes received do not match the relative contributions attributed by the employee. Procedural justice also frames the instrumental model, which promotes the perceived control in the processes used to make decisions. If an employee perceives injustice in the distribution of resources, he/she may begin to specifically disagree with and challenge the process of resource allocation, thus creating or contributing to interpersonal conflict. Given this, we hypothesise that:

**H2:** *Organisational justice has negative impact over interpersonal conflict.*

## INTERPERSONAL CONFLICT AND EMPLOYEE ENGAGEMENT

Employee engagement is characterised by vigour, dedication, and absorption and it is an affective-motivational, work-related state of fulfilment in employees (Schaufeli et al., 2006). Engaged employees possess high level of energy,

are enthusiastic about their work, and are fully immersed in their job so that time appears to fly by (Macey & Schneider, 2008; May et al., 2004). From the demand perspective, interpersonal conflict at work reflects how often people experience disagreements and how they experience hostility or aggression (Ilies et al., 2011; Spector & Jex, 1998). Conflict is broadly categorised into task conflict and relationship conflict (Jehn, 1995). Task conflict is task-oriented and refers to differences in task-related viewpoints, such as different opinions about work procedures, task responsibility, and resource delegation (Jehn, 1995). It is also concerned with how best one can achieve task goals (Amason, 1996). Whereas, relationship conflict is relationship-oriented and refers to differences in personal issues as well as mutual dislike and annoyance among colleagues. Examples of relationship conflict are conflicts about personality, political preferences, beliefs, or interpersonal style (Jehn, 1995). Interpersonal conflict requires emotional effort and therefore reduces the level of wellbeing (Guerra et al., 2005), and it is associated with anxiety and depression (Spector and Fox, 2005). Further, it has been observed that when employees are involved in interpersonal conflict, they are less productive (Pelled, 1996) likely to be disengaged in their work. Because such demands have the potential to wear out individuals' energy (Van Emmerik et al., 2009), we formulate the following hypotheses:

**H3:** *Interpersonal conflict at work is negatively related with employee engagement.*

**H4:** *Organisational justice has an indirect relationship with employee engagement through interpersonal conflict.*

**H5:** *The indirect association between organisational justice and employee engagement through interpersonal conflict is conditionally dependent upon levels of organisational justice, so that the relationship between interpersonal conflict and employee engagement is only present when organisational justice is weak.*

## RESEARCH METHODOLOGY

### Generation of Scale Items

For the purpose of measurement of the study constructs, all the significant items were drawn from various studies based on literature review along with qualitative interviews conducted among five subject experts. The items of all the constructs, i.e., organisational justice (distributive and procedural), interpersonal conflict, and employee engagement were pretested using purification processes. The final items pertaining to organisational justice, i.e., distributive and procedural, were extracted from the study of Saks (2006), the items related to interpersonal conflict were

adopted from the study of Friedman et al. (2000). Further, to measure three dimensions of employee engagement, i.e., vigour, dedication, and absorption, the scale developed by Schaufeli (2001) was applied. The final questionnaire included 10 items of organisational justice, 15 items for employee engagement, and 9 items for interpersonal conflict. The face and content validity of the research instrument was also confirmed. Content validity is the degree to which the scale provides an adequate representation of the conceptual domain; whereas, face validity is established when an individual looks at the scale and sees whether, on its face, it seems a good reflection of the construct or not (Seiders et al., 2007). As we derived many of the items in our scale through a comprehensive study of relevant literature along with discussions with subject experts and practitioners, the content and face validity of our instrument was ensured.

### Sampling and Data Collection

Hypotheses were tested based on data collected from 650 employees working in multinational corporations in Gurgaon. The questionnaires were sent out on census basis to the employees working in sales departments as they were considered to be at high work pressure and stress that result in conflict with the co-workers. Out of 754 questionnaires distributed, 680 were returned, giving the response rate of 90%. Owing to some missing data, only 650 questionnaires were considered appropriate for further analysis. According to Johnson and Wichern (2001), when variables have less than 15% missing data, they are likely to be deleted. To assess the appropriateness of the items in the instrument, a pilot survey was conducted on a sample of 100 employees

selected based on convenient sampling. In order to avoid duplication, three items were deleted after pretesting and, therefore, they were not considered for the final survey. The instrument was finally left with 45 variables, out of which four pertained to demographic profile, seven belonged to general information, and rest of the items measured the principal constructs of the study. All responses were gathered on five-point Likert scale, with 5 for 'strongly agree' and 1 for 'strongly disagree'.

## DATA ANALYSIS

### Reliability and Validity

Reliability of the measures was tested through Cronbach's alpha co-efficient and all alpha values were above .70. Therefore, reliability of the data gets established (Hair et al., 2009). Further, for all constructs item loadings were positive, high in magnitude and statistically significant, indicating unidimensionality, and establishing convergent validity (Malhotra & Dash, 2010). In addition, the average variance extracted for each dimension exceeded .50, which also reveals and confirms convergent validity. In addition, all constructs exhibited composite reliabilities well above the recommended threshold of .70 (Hair et al. 2009) (Table 1). Discriminant validity was estimated to examine the degree to which a construct is distinct from other constructs (Hair et al. 2009). Each explained variance estimate is greater than the corresponding inter-factor squared correlation (Malhotra & Dash, 2010). Thus, discriminant validity gets established, thereby implying that major constructs are unique. Therefore, the items consistently represent the same latent construct (Table 2).

**Table 1: Reliability and Validity of Latent Constructs**

Constructs	AVE	Composite Reliability	Cronbach's Alpha
Justice	0.83	0.99	0.86
Conflict	0.75	0.97	0.85
Employee Engagement	0.82	0.98	0.94

Note: AVE= Average Variance Explained

**Table 2: Discriminant Validity of Latent Constructs**

	Justice	Conflict	Employee Engagement
Justice	(0.83)		
Conflict	.01	(0.75)	
Employee Engagement	.05	.06	(0.82)

Note: Diagonally we have taken AVE and squared correlation is shown below AVE, which is lesser than AVE.

### Common Method Variance

In addition to the assessment of reliability and validity of the scales, the threat of common method variance is also

investigated. It is one of the potential problems and threats to the validity in organisational research. Common method variance introduces systematic biasness in the study by artificially inflating or deflating correlations and thereby

threatening the validity of the study (Podsakoff et al., 2003). The present study has used three methods, i.e., Harmon’s single factor test, a widely known approach used for assessing common method variance and latent variable approach, to determine the extent of common method variance threat. Initially, Harmon’s single factor test was applied on all the scales (Podsakoff et al., 2003). In this method, all the items were subjected to exploratory factor analysis (EFA) without any rotation and the variance explained by all the items among single factor was identified. The variance extracted values from the scales, i.e., organisational justice, interpersonal conflict, and employee engagement were

within the threshold limit suggesting that the variance present in the scales is not any threat. Secondly, the latent variable approach was also used by adding a first-order latent factor with all the scales of organisational justice, interpersonal conflict, and employee engagement as observed indicators. In this method, the latent factor when added should not be correlated than 50% (Lages & Piercy, 2012). The common variances of organisational justice, interpersonal conflict, and employee engagement were recorded as 8.7, 4.5, and 9, respectively, which indicated that biasness is not an issue in this study. Third, correlation between the three constructs is within the recommended value i.e., below .900 (Table 3).

**Table 3: Correlation Matrix and Descriptive Statistics**

S.No	Variable	Mean	Standard Deviation	1	2	3
1.	Justice	3.34	1.10	1		
2.	Conflict	3.56	1.43	-.13	1	
3.	Employee Engagement	3.11	1.32	.23	-.25	1

### Descriptive Statistics

Before proceeding for analysis, negative items were reversed. Outlier responses were identified and deleted from the dataset and normality of data was then ensured. The mean of the items were within the range of 2.50–4.45 on five-point Likert scale. In Addition, skewness and kurtosis of all the items were also examined which fall within the range of 0.04 to –1.06 and –0.04 to 4.05, respectively. Hence, all the scale items were retained as these were falling within the liberal threshold criteria of skewness and kurtosis Kline (1998). Further, scale reliability was also examined using Cronbach’s  $\alpha$ , which is the most common tool applied to check the consistency of the data. Cronbach’s  $\alpha$  values of all the constructs were in the range of 0.7 to 0.9, i.e., above the threshold criterion of 0.7 (Hair et al., 2009); hence, the data were consistent and reliable for further analysis.

### Confirmatory Factor Analysis (CFA)

CFA was used to confirm the measurement of the constructs. The measurement models were tested using maximum likelihood estimation. During the process items with low standard factor loadings were dropped and the model was re-run till all the standardised factor loadings were found to be significant and above 0.50. At the same time, precaution was taken not to delete any theoretically important item even when its value is less than the criterion value. The various fit indices that include absolute fit indices such as  $\chi^2$ /degree of freedom, root mean square error of approximation (RMSEA), and incremental fit indices like normed fit index (NFI), relative fit index (RFI), incremental fit index (IFI), Tucker-Lewis index (TLI), and comparative fit index (CFI) were used to assess model fitness (Table 4).

**Table 4: Results of Measurement Models and Structural Model**

S.No.	Constructs	CMIN/df	GFI	AGFI	CFI	NFI	TLI	RMSEA
1.	Justice	1.47	.91	.92	.97	.96	.93	.03
2.	Conflict	1.71	.93	.91	.94	.96	.92	.02
3.	Employee Engagement	1.22	.96	.91	.91	.94	.91	.01
4.	Structural Model	1.43	.94	.93	.92	.91	.96	.05

### HYPOTHESIS TESTING

After establishing validity and reliability of the data, we checked hypotheses through path analysis (AMOS 17), as recommended by Anderson and Gerbing (1988). Structure equational modelling SEM is implemented to assess the strength of the results and the stability of the models (Arbuckle

& Wothke, 2004). In the present study, association between organisational justice and employee engagement has been tested under H1. A structural model has been formulated where organisational justice has been used as independent variables to assess its impact on employee engagement. Results suggested that organisational justice has a significant and positive impact on employee engagement ( $\beta=.45, p=.00$ )

which leads to the acceptance of H1. Secondly, we examined the impact of organisational justice on interpersonal conflict which included task and relationship conflict. The results explained that organisational justice has significant but negative impact on interpersonal conflict with  $\beta$  value recorded as  $-0.432$  which supports our second hypothesis. Furthermore, in the third step, the impact of interpersonal conflict on employee engagement was tested. The path traced the negative and significant impact of interpersonal conflict on employee engagement ( $\beta = -0.331, p = 0.001$ ), which leads to the acceptance of H3.

The hypothesized moderated mediation model was tested with the help of PROCESS macro developed for SPSS (Hayes, 2013). PROCESS uses logistic regression-based path analytical framework for estimating indirect effects in models with a single or multiple mediators and moderators (Hayes, 2013). Bootstrap methods are implemented for concluding indirect effects in moderated mediation model. Bootstrapping is a statistical procedure that allows you to calculate effect sizes and hypothesis tests. To test H4 that organisational justice has an indirect relationship with employee engagement through interpersonal conflict we conducted a simple mediation analysis in line with the procedures presented by Hayes (2013). Bootstrapping was set to 5000 samples. A significant unconditional indirect association was established (CI = .17, .19). Organisational justice was negatively associated with interpersonal conflict ( $\beta = -0.46; p = .001$ ) which in turn was negatively associated with work engagement ( $\beta = -0.31, p < .001$ ). Controlling for the mediator, the association between organisational justice and employee engagement was reduced from  $\beta = 0.45$  ( $p = .001$ ) to  $\beta = 0.11$  ( $p = .001$ ), partially supporting H4. In support of our fourth study hypothesis, the findings indicate that there is an indirect relationship between organisational justice and employee engagement through interpersonal conflict. To test H5, i.e., the indirect effect of organisational justice on employee engagement through interpersonal conflict is conditioned on the level of organisational justice, we conducted a moderated mediation analysis with organisational justice as a moderator in the relationship between interpersonal conflict and employee engagement. The impact of the interaction between organisational justice and interpersonal conflict on employee engagement came out to be significant (CI =  $-0.12, -0.10$ ). The index of moderated mediation was also significant ( $\beta = -0.21; CI = -0.13, -0.17$ ). Bootstrap confidence intervals with 5000 resamples were calculated to determine the values of the moderator at which the conditional indirect effect was significant. The indirect association between organisational justice and employee engagement through interpersonal conflict was significant for the 10th, 25th, and 50th percentile of the moderator. This means that organisational justice has the strongest association

with work engagement through interpersonal conflict when the levels of organisational justice are high. In cases with a strong organisational justice, interpersonal conflict does not seem to mediate relationships between organisational justice and employee engagement, thus indicating that a strong organisational justice protects against interpersonal conflict as well as against the potential negative outcomes of interpersonal conflict on employee engagement. The findings provided support for conditional indirect association.

## DISCUSSION

Although previous literature on organisational factors such as occupational stress has been established as potential risk factors of interpersonal conflict (Wang, Jing, & Klossek, 2007), there is a research gap on potential preventive factors, such as organisational justice which include distributive and procedural justice. Based on previous literature, the present study shows how organisational justice is related to lower interpersonal conflict, which leads to engagement among employees, while also acting as a buffer in the conflict and employee engagement relationship. More precisely, the five hypotheses of the present study were supported as we found a positive relationship between organisational justice and employee engagement (H1), a negative relationship between organisational justice and interpersonal conflict (H2), a negative relationship between interpersonal conflict and employee engagement (H3), and an indirect relationship between organisational justice and employee engagement through interpersonal conflict (H4). Most importantly, latter indirect relationship between organisational justice and work engagement through interpersonal conflict was conditionally dependent upon the levels of organisational justice (H5). Hence, the findings indicate that when there is strong organisational justice, less interpersonal conflict will take place, employee engagement will be strong, and any exposure to interpersonal conflict will no longer be associated with reduced employee engagement. In line with these findings, organisational justice seems to be an important organisational resource as it is related with less interpersonal conflict and thereby maintaining high levels of employee engagement. Furthermore, the results highlight that interpersonal conflict is related with reduced work engagement. This finding is in line with the JD-R model by Crawford et al. (2010) where hindrance demands are seen to reduce employee engagement. Furthermore, exposure to interpersonal conflict is related to lowered employee engagement by signalling that one is not valued and respected. Yet, our results showed that organisational justice also had a moderating effect on the relationship between interpersonal conflict and employee engagement. A high level of organisational justice weakens the relationship between interpersonal conflict and employee engagement.

Also, the mediating effect of interpersonal conflict in the relationship between organisational justice and employee engagement is only present when organisational justice is weak. Hence, an organisation that handles interpersonal conflicts well reduces its potential negative outcomes of reduced employee engagement. In line with this, Dijkstra et al. (2009) found that conflicts are mainly related to strains when avoidance and yielding were used as coping strategies. Employees perceiving a strong organisational justice trust their managers to act proactively and constructively in case of conflict and at the same time feel confident to address this issue. Furthermore, a strong organisational justice may secure a high level of interpersonal trust among employees, both between peers, subordinates and their superiors assuring high level of employee engagement. However, the consequences of a conflict could also be influenced by other factors, such as the other party's conflict management strategies (Dijkstra et al., 2009). It will be difficult, for example, to actively resolve a conflict if the other party is consistently evasive. However, organisational justice may constitute a shared frame of reference that probably promotes the use of active problem-solving strategies by all parties.

## **IMPLICATIONS**

The results of the present study have important practical implications highlighting the significance of preventing interpersonal conflict by the implementation of organisational justice. The present study indicates that a strong organisational justice is important not only to prevent interpersonal conflict, but also to mitigate its potential negative effects as far as employee engagement is concerned. To enhance organisational justice, employees should be given opportunities to participate in decision-making or other organisational procedures. Higher levels of justice are perceived when employees feel that they have input in processes (Greenberg & Folger, 1983; Bies & Shapiro, 1988). The opportunity to participate in decision-making improves individual's perceptions of procedural justice, even if the decision is unfavourable. Organisational communication is related to interpersonal and informational justice perceptions (Kernan & Hanges, 2002). The quality of communication by an organisation or manager can improve justice perceptions by improving employee perceptions of manager trustworthiness and by improving the feelings of certainty (Kernan & Hanges, 2002). It is important that the information provided be accurate, timely, and helpful in order to have the positive impact of justice (Schweiger & DeNisi, 1991). Organisational justice is influenced by others, such as co-workers and team members. Recent research suggests that team-level perception of justice is known as 'justice climate', which can affect individuals' own views of justice (Li & Cropanzano, 2009). Employees working

together in an organisation may share their perceptions with one another, which can lead to a shared interpretation of the fairness of events (Roberson & Colquitt, 2005). The present study reveals that the organisation and its managers may contribute in maintaining low levels of interpersonal conflict as well as high levels of employee engagement, even in the presence of interpersonal conflict, by focusing on how to deal fairly and effectively with interpersonal tension and conflicts in the organisation. Employees should be provided with opportunities for active involvement in the development and application of organisational procedures and policies by providing them high levels of process control. Further, the policies and actions at the workplace should be consistent: namely, workplace practices and policies, and their respective implementation should be consistent across all times and situations. The employees should be treated with sensitivity; and whenever changes are made the procedures and rationales should be communicated clearly to employees. Furthermore, justice perceptions is influenced by outcomes or rewards the employee receives from the organisation, organisational practices, and characteristics of the employee. Moreover, HR practices, such as good and safe working conditions, training and development, equal employment opportunities, and recruitment and selection also affect employee's perception of organisational fairness. This suggests that employees' selection, hiring process, and performance appraisal should consider organisational justice. For example, policy-level guidelines to promote organisational justice can include legislation such as anti-discrimination legislation and the actions to enhance equality between the genders at the work place. A well-managed process of restructuring has been found to be based on two-way communication—employee participation and appropriate support functions. The explanations given to employees by management mitigate the effect of the resultant economic hardship on employee attitudes, turnover intentions, and perceptions of procedural justice. Characteristics of an individual employee have also been studied as a possible factor affecting organisational justice. As for personality variables, negative affectivity, i.e., tendency to experience discomfort at all times and across situations, even in the absence of over stress was correlated negatively with procedural and interactional justice, while the role of self-esteem plays a marginal role in exploring organisational justice.

## **LIMITATIONS AND FUTURE RESEARCH**

All efforts were made to maintain objectivity, reliability, and validity of the study, yet certain limitations could not be ignored. First, the study confined to Gurgaon region only. Other metropolitan cities such as, Mumbai, Kolkata,

Chennai, Bangalore, Hyderabad, Pune, Jaipur, and Ahmadabad need to be considered in future. Further, the scale needs to be tested across developed nations also to generalise the results. As responses were obtained only from the employees, the issue of biasness cannot be ruled out. However, future research can approach the managers also to cross check the subjectivity of the responses. Our findings open for a wide range of future studies. The observed interaction effects in the present study, i.e., that the negative association between conflict and employee engagement can be reduced by resources that are related to that specific demand. Other outcomes can be considered for the future studies such as absenteeism, efficiency, and creativity. There are multiple avenues that must be explored such as, there is a need to investigate whether a strong organisational justice prevents frustration and destructive conflicts due to satisfactory procedures and employees' perception of fairness and control. Another mechanism to test is whether a strong organisational justice contributes to enhanced trust in superiors, which again lead to more active problem solving and enhanced work engagement.

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