Research Paper   10

Organizational Justice and Communication System in Organization as Predictors of Employee Engagement: An Empirical Investigation in Bhutanese Corporations

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Abstract

The present empirical - exploratory research is designed to investigate influence of organizational justice and organizational communication system on employee engagement. Data were collected from 250 employees working at different levels from three corporations in Bhutan.   Respondents were selected based on convenience sampling and includes both male and female. A structured and standard questionnaire was used to measure all the variables of interests of the study. Multiple regressions were carried out to analyze the obtained data. Results revealed that organizational justice and organizational communication system significantly and positively predicts employee engagement. The implication of the research for the management of organizations is that management should invest in creating workplace justice use the same as a tool to create highly engaged workforce. Management should also give considerable emphasis in creating good communication system to effect engagement. The findings suggest organizations that organizations should not undermine the value of these highly delicate things otherwise it may have negative implication on the engagement level of their workforce thus influencing negatively on employees productivity and organizational performance.

Key Words: Employee engagement, organizational justice, workplace trust.

Introduction

In dynamic and fast changing business environment, engaged employees help in creating a competitive advantage for the organization (Center for Human Resource Strategy, 2009) and is considered as one of the critical factors for high performing work organization (Accenture's High-Performance Business Research, 2011).Engaged employees use their talent, strengths, dedication and commitment effectively at work to deliver high levels of performance.Engaged employees are absorbed intellectually and emotionally in their work and vigorously invest their best efforts to achieve organizational goals(United States Merit System Protection Board, 2009).The concept of employee engagement is catching considerable interest and attention to practitioners and researchers because of its business relevance. Meta-analytic work has shown that engaged workforce have significant impact on a number of organizational outcomes including performance, productivity, profitability, loyalty and organizational success (Simon et al., 2009). Because of its importance and relevant organizational outcomes,

employee engagement has assumedconsiderable significance for organizations across the globe in present time.

Why the present study?

Researches in employee engagement have by and large remained confined to various consulting firms and research organizations. From time to time these organizations come out with reports on employee engagement showing trends, drivers and consequences etc. However the issue is not given much attention by academic researchers. Research on engagement is in a stage of relative infancy and much more needs to be done in order to understand its antecedents, process mechanisms, and outcomes (VanRooy,Whitman, Hart &Caleo, 2011). Moreover, very few empirical studies have been taken to verify the various aspects of the concept. On the subject of employee engagement, empiricalstudies by social scientists are few and far between (Mohapatra & Sharma, 2010). Further research by consulting firm, Aon Hewitt (2011) has revealed about the downtrend in employee's engagement level. This raises question that how to effect employee engagement especially during highly competitive, uncertain and volatile business environment where employees have become asset more important than technology. Organizations in Bhutan also desire to grow and to achieve this end they need engaged workforce. And also the present research has not come out any research on the issue in Bhutanese context. It is because of these factors, the present study is a modest attempt to understand empirically employee engagement in relation to two important factors - organizational justice and organizational communication system.

Concepts And Literature Review

Employee Engagement

Employee engagement has been defined in different ways by consulting firms and scholars. According to Robinson, Perryman & Hayday (2004), employee engagement refers to the positive attitude held by the employee toward the organization and its values. Engaged employees are concerned with their organization and works hard to improve performance within the job for the good of the organization. Gallup Research Group, a consulting firm, defines employee engagement as the individual's involvement and satisfaction with as well as enthusiasm for work (Harter et al. 2002). Another global consulting firm, Towers Perrin, defines it as the extent to which employees put discretionary effort into their work, beyond the required minimum to get the job done, in the form of extra time, brainpower or energy (Towers Perrin, 2009). However looking at different definitions it can be said that employee engagement refers to employees' positive attitude towards organizational values and goals, passion and enthusiasm to do the job, to work beyond the call of duty and to help organizations succeed. Engagement is the result of both employee and employer. Employees bring in capabilities, dedication, willingness etc. and must be supplemented by the employer providing an environment conducive to allowing the employee to work at their potential level. Three types of engagement exist in organization - engaged, not engaged and disengaged (Meere, 2005). Employees are considered as **engaged** who work with passion and feel a profound connection to the organisation. According to Gallup, engaged employees are builders. **Not engaged** refers to those employees who attend and participate at work but are timeserving and put no passion or energy into their work. **Disengaged** are those employees who are unhappy at work and who act out their unhappiness at work. According to Meere (2005), disengaged employees undermine the work of their engaged colleagues on a daily basis. Various factors

influence employee engagement in an organization. Employee engagement is something that is produced by aspects in the workplace (Miles, 2001) while others assert that it is something that the individual brings to the workplace (Harter, Schmidt & Hayes, 2002). Thus it can be inferred that organizational as well as personal factors contribute in employee engagement.

Organizational Justice

Organizational Justice refers to employee's perceptions of the fairness of treatment received from organizations (Cropanzano & Greenberg, 1997). Organizational justice is composed of three distinct dimensions; procedural, distributive and Interactional justice (Colquitt, 2001). Distributive justice is employee's perception of the fairness of decision outcomes or the perception about fairness in distribution of reward in the organization. Procedural justice refers to the perceived fairness of the means and / or processes used to reach the decision outcome or to determine the reward and resources. Interactional justice refers to the fairness and quality of interpersonal treatment employees experience in organization i.e. how employees are being treated with dignity, concern and respect.

As stated that employee engagement is something that is produced by aspects in the workplace (Miles 2001). Organizational justice is also a workplace aspect that can have relations with the engagement. Frank, Finnegan & Taylor (2004) conducted a survey in thirty-two countries and found that the factors that most influence employee engagement are the fairness, a form of justice. Saks (2006) also did a study and found that engagement significantly and positively correlated with a number of situational factors which include procedural justice and distributive justice as well. Saks took only two forms of justice in his study. Perception of justice in organization enables employees to play justice to the organization by offering their best. Macey & Schneider (2008) views that if management respects the energy people bring to the work place, can create the conditions for employee engagement. It can be inferred from the study of Macey & Schneider (2008) that some relationship exists between the two. When employees have perceptions of justice and fair in their organization, they are more likely to feel obliged to work with sincerity, commitment and dedication for the organization, an indication of engagement. Organizational justice is widely researched area and has been linked to a number of beneficial employee attitudes and behaviors (e.g. Colquitt, Greenberg, & Zapata-Phelan, 2005). But employee engagement is relatively new area of research by academic researchers, so this is not much explored empirically in relation to organizational justice. On the basis of few researches, as mentioned above, a firm relationship between the two concepts is difficult to justify and generalize on wider segments. So one of the objectives of the study is to explore that how organizational justice as a whole and its three different forms influences employee engagement. Thus it is conjectured that:

HI: Organizational justice will positively and significantly predict employee engagement.

Organizational Communication System

The Organizational communication system is characterized by a communication climate and depends upon interpersonal skills and intergroup relations in the work setting. Organizational communication involves communication both internal and external communication. But the present research deals with internal communication. Literature revels that communication works like blood and soul in the organization and managers spends two -third of their time in communicating (directly and / or indirectly) with different stake holders. Highly effective internal communication has the potential to

affect virtually every type of HR outcome within a company with an eventual positive impact on the company's bottom-line financial performance (Yates, 2006). But another reality of organizational functioning is that communication is cited as one of the important issues in organizational discontent by employees. The problem of communication is prevalent in several organizations that create dissatisfaction and consequently disengagement by employees. However, given the significance of communication systems and process in organizational, this is relatively neglected area of research in modern business context. Researcher such as Chen et al., (2006) viewed that the linkages between internal corporate communication and employee engagement remain under-explored. Marques (2010, p. 49) points to concerns raised by Chen et al., (2006) that research has tended to ignore member satisfaction with organizational communication practices. Thus the present study is a modest attempt to address this issue.

Welch and Jackson (2007, p. 188) state that communication systems in organizations can promote a sense of belonging and contribute to organizational commitment, a phenomenon closely related to engagement. Indicating the significant importance of communication in creating employee engagement, Attridge (2009, p. 389) citing report of a global consulting firm Watson Wyatt (2007) indicates that "...firms that communicated effectively with their employees were four times more likely to also have high levels of engagement...". Similarly another research firm, CIPD (2010) emphasized the great significance in communication systems and its relationship with better engagement from employees. Consulting firm, Watson Wyatt (2007) conducted a series of studies to explore the link between the nature of management communication practices in organizations and employee engagement, and the future financial performance of the business, the research found that companies that communicated effectively with their employees were four times more likely to have high levels of employee engagement than firms that communicated less effectively. Based on these findings it is conjectured that-

H2: Organizational communication systems will positively and significantly predict employee engagement.

Methodology
The present study is exploratory-empirical and is based on cross-sectional design and primary research method is used to collect the required information to test hypotheses of the study.

Sample and Procedures
The present study is conducted on employees of three corporations - Druk Air, DGPC and DHI of the kingdom of Bhutan. Data were collected using standard questionnaire in early part of the present year from a total of 250 employees, based on convenience sampling procedure. Respondents include both male and female in the ratio of approximately 55 percent and 45 percent respectively. The respondents ranged between 25 and53 years in terms of age, with average for the sample being 34 years approximately. Approximately 54 percent of respondents are graduate and high in qualification and the remaining are below graduate. Data were collected from respondents during working hours and the questionnaires were completed in the presence of the researcher. All the necessary information regarding the study objective and ways to respond on questionnaire were shared with all respondents.

Respondents were assured of confidentiality of their responses and were told that their responses shall be used for the research purpose only.

Measures

Organizational Justice Scale: Organizational Justice in the present study was measured through 13 - item scale adapted from the Colquitt's (2001) scales of Organizational Justice. The scale measures justice on three dimensions namely Distributive Justice, Procedural Justice and Interactional Justice. Responses were taken on 5-point scale anchoring (1) To a Very Small Extent to (5) To a Very Large Extent. Psychometric properties of the scale revealed reliability is 0.79 (alpha) of Distributive Justice, 0.69 (alpha) of Procedural Justice and 0.72 (alpha) of Interactional Justice.

Organizational Communication System: - An adopted scale of Communication Satisfaction Questionnaire (CSQ), developed by C. W. Downs and Hazen (1977) is used in the present research. The original scale is of 40 - items scale, but in the present research only 8-items were used. Answer was taken on seven point Likert-types ranging from very satisfied (1) to very dissatisfied (7).The reliability of the scale in the present sample is found to be 0.68 (alpha).

Employee Engagement: - In the present study employee engagement was measured through 8 - item scale adapted from employee engagement survey developped by Robinson et al (2004). Responses were taken on a five-point scale ranging from 1 (strongly disagree) to 5 (strongly agree). Reliability of the scale was found to be 0.72 (alpha).

Results And Analysis

As the study aims to see the influence of organizational justice and trust on employee engagement,multiple regression analysis were carried out to test the hypotheses. The data were analyzed using Statistical Package for Social Sciences (SPSS, Version 12).

Scale Development and Reliability

Before testing hypotheses of the study, factor analysis using principle component methods with Varimax rotation was conducted to validate the underlying structure of organizational justice and communication system in organization and employee engagement. In interpreting the factor, only a loading of 0.4 or greater on the factor were considered. Items which were loaded with the lesser value to .4 were subsequently deleted. The initial 34 items scale was reduced to 29 items scale in all. Similarly in identifying the factors using the Varimax rotated analysis, Eigenvalues greater than 1 are taken. Reliabilities were calculated for each areas of both explanatory and outcome variables to ensure the reliability of the measures used. It can be noticed that values calculated were more than the acceptable alpha limit of 0.6 (Sekaran, 1992). Factor loadings after factor analysis of both explanatory and outcome variables are given in table 1 and table 2.

See Table 1 & **2**

We now turn to the other objective of this article, which is to identify the significant predictors of

employee engagement in the organization under study. Following tables presents the summary form the outcome of step-wise regression analysis.

See Table 3 & 4

Results presented in table 3 and table 4 reveals that organizational justice predicts employee engagement positively and significantly. R^2 for employee engagement is found to be 0.293, which indicates that around 29 percent of variance in employee engagement is being explained by organizational justice.   F values with 25.86 corroborates this as it is found to be significant (p = .000). Thus, hypothesis 1, which predicted that the organizational justice significantly explain variance in employee engagement, was supported. Beta vales of distributive justice (B = .293; p = .000), procedural justice (B = .269; p = .000) and Interactional justice (B = .150; p = .025) reveals that all the three dimensions of the organizational justice individually are predicting employee engagement significantly and positively. Thus the result reveals that organizational justice plays significant role in creating employee engagement.

See Table 5

Results presented in table 5 reveals that organizational communication system predicts employee engagement positively and significantly. R^2 is found to be 0.216, which indicates that around 22 percent of variance in employee engagement is being explained by prevailing communication system in organization.   F values with 7.740 corroborates this as it is found to be significant (p = .001). Thus, hypothesis 2, which predicted that the organizational communication system significantly explain variance in employee engagement, was supported. So it can be said that good communication matters in creating employee engagement.

Discussion

The present study was planned to achieve two objectives - (1) to explore how organizational justice predicts employee engagement and, (2) how organizational communication system explain variance in employee engagement.

Findings of the study support the assertion that an organizational justice influences employee engagement.   If organization or organizational agent deals with employees in fair and transparent manner, systems and procedures are in place and properly followed in taking decision related to employees, no partiality are shown to any one etc.; results a perception of justice in employees and this probably makes employees to be more attached and committed with the organization and work hard to help organization achieve its goal. Engagement is dyadic in nature and probably because of this employees return with engagement of the offer made by organization with the justice and fair way of doing the business with employees. The present result is in line with the results reached in earlier researches as well (Frank, Finnegan & Taylor, 2004). Justice at workplace is the stronger forecaster of behavioral expression (Dailey & Kirk, 1992) and employee engagement can also be considered as a behaviour shown by employees in organization. The findings also draw conclusion that when there is low perceptions of fairness and justice, are likely to cause employees to withdraw and disengage from their work roles. When employees perceive unfair treatment at workplace, their outcome will be in

negative emotion and behavior (Latham & Pinder, 2005). It is also found from the study that all the three components of organizational justice - distributive, procedural and Interactional justice, are predicting employee engagement individually as well. This shows that organization should not undermine the importance of any of these forms of justice, other wise it may affect engagement negatively. Organization should distribute rewards and resources with the principle of equity, follow fair and transparent system and procedures in distribution of rewards and resources and should treat employees with respect, dignity and with human values.

The present findings also support the second assertion of the study that engagement is influenced by organizational communication system. Internal organizational communication system matters in creating engaged workforce in organization. Engagement is a sort of relationship between employer (organization) and employees and in any good relation communication system in organization does play significant role, as result revealed. The present finding is in line with the views of report of Watson Wyatt (2007), CIPD (2010) etc. If internal communication system of the organization is good - information are conveyed fully, accurately and timely to employees, employees have accessibility of information whatever is needed, employees feel happy and satisfied and this feelings may results into greater commitment and involvement towards their job and organization. If management keeps employees informed about what is going on in the organization it builds more employee engagement. Thus systems of communication organization employs as well as the manner in which communication processes are carried out can have a large effect on both the process and results of organization's efforts to get the workforce engaged.

Conclusion And Implications

Employee engagement is an important factor in modern time to keep organization current and relevant. And organizational justice and effective internal communication systems in organization, both contribute in creating engaged workforce. There should be perception of a sense of the justice in the organization. Management should show justice in all of its three forms - distributive, procedural and interactional justice. Perception of injustice in any of its form may result into reduced engagement from employees. Organizations should also ensure that there is a climate of effective communication system in organization especially communication which is open, timely, clear, accurate, pertinent and concise - people arelikely to put all of themselves into their work. Thus employee engagement can be said as a reflection of how employees feel about their relationship with bosses and organization.

The present research has both practical and theoretical implications. Insights collected from this research provided strategic approaches required in engaging employees. Organization can use organizational justice and organizational communication system, things which sometimes are ignored intentionally or unintentionally, to bring desired effects on employee engagement. Organizations can invest in developing system of justice and building effective communication system in workplace and more important, practice the same, in order to have considerable impact on creating engaged workforce. By showing integrity, respect, good manner, care, transparency in system and procedures etc., organizations can have long way in benefiting in terms of engaged workforce. Theoretically, the study will extend contribution and enrich the literature of employee engagement empirically.

Limitations And Future Research

The study has several limitations, so findings of this study should be taken with caution. One of the limitations is the small sample size. And also only three corporations have been taken in this study. All these may affect the ability to generalize the result of the research in broader perspective. Another limitation is that the study is based on self - report survey which may be affected by the social desirability, thus affecting the research outcome. Another limitation is that perception of justice also depends upon the profile of employees, which have not been considered in the present research. Taking all these limitations in to account, the author recommends undertaking further research considering all these issues to have more meaningful insight of organizational justice and communication system in organization on creating engaged workforce.

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Tables

Tablel: Factor Loadings and Scale Reliabilities of Explanatory Variables

Variables	Items	Factor Loading	Total items	Reliability
Distributive Justice	Are the outcomes you receive from your organization appropriate for the work you have completed	.375	4	.792
	Do your' outcomes, reflect what you have contributed to the organization	.318		
	Do the outcomes you receive **from** your organization reflect the effort you have put into your work	.740		
	Are your outcomes justified given your performance	.523		
Procedural Justice	Procedures used to reach outcomes uphold moral and ethical values	BOS		.690
	Procedures used to reach outcomes in this organization are free of biases	.791	5	
	Procedures used to reach outcomes are based on appropriate information	.726		
	Are you able to appeal tbe decisions arrived at by those procedures	.703		
	Procedures used to reach outcomes are applied **consistently** in this organization	.605		
Interpersonal Justice	Management refrained from improper remarks or coinrnents	.791	4	.725
	Organization treat you in polite manner	.707		
	Organization treat you wiui respect	.635		
	Organization treat you with dignity	.542		
Communication System in. Organization	I have the information I need in order to do the job in the most effective and efficient manner	.723	8	.633
	I know where I can get the information I need in order to do my job well	.702		
	I receive information about any changes that might affect mv iob in tinielv manner	6S1		
	The communication I receive are clear and understandable	.673		
	I am satisfied with the frequency of communication I have with my immediate manager	.643		
	I receive too little of things that happens in mis organization	.616		
	I believe that management should share critical and pertinent information with employees	.604		
	Management effectively communicate with employees in this organization	.597		
Initial Eigenvalues		6.140		
Cumulative Percentage of Variance Explained		65.369		
KMO Measure of 'Sampling Adequacy		.712		
Approximate Chi Square		1459.725		
Significance		OOO		

Table2

Factor Loadings and Scale Reliability of Outcome Variable (Employee Engagement)

Variables	Items	Factor Loading	Total items	Reb'ability
Employee Engagement	I am willing to put in a great deal of effort beyond what is normally expected	.822	S	.723
	I find that my values and the organization's values are similar	.809		
	I always do more work than actually required in this organization	799		
	This organisation really inspires the very best in me in the way of job performance	766		
	I ami personally motivated to help my organization succeed	.773		
	I try to help otkerv in this organization whenever I can.	*694*		
	I frequently make suggestion to improve the work of my team/ department/ service	.505		
	I volunteer to do things outside my job that contribute to the organization's objectives/ goals.	.497		
Initial Eigenvalues		3.475		
Percentage of Variance Explained		59.303		
KMO Measure of Sampling Adequacy		766		
Approximate Chi Square		491 000		
Significance		000		

Table - 3

Multiple Regression analysis for Employee Engagement as a Function of Organizational Justice

R	.542
R^5	.293
Adjusted R=	.282
Standard Error of Estimate	3.592
F - Value	25.S69
Significance	.000

Table - 4: Beta Table

Variables	Standardised Coefficients (Beta)	t-value	Significance
DJ	.293**	4.303	.000
PJ	.269**	3.722	.000
IJ	.150*	2.267	.025

** Significant at the 0.01 level; * Significant at the 0.05 level
DJ = Distributive Justice; PJ = ProceduralJustice; IJ = InterpersonalJustice

Table - 5

Multiple Regression analysis for Employee Engagement as a Function of Communication System in Organization

R	.176
R-	216
AdjuttedR^3	.207
Standard Eiror of Esttmate	3.894
F - Value	7.740
Significance	.001