



Organizational Justice Intervention between Employee Silence and Work Engagement: Study from Employee Perspective

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Abstract- Current research paper observes the impact of employee silence on work engagement with intervention of organizational justice among faculty members of public sector universities in Sindh. Mediating effect of organizational justice has been tried utilizing intervention system proposed by (Baron & Kenny, 1986). Study uncovers that worker's level of employee silence has negative and significant effect on work commitment. Besides outcomes recommend that organizational justice completely intercedes the connection between employee silence and work engagement. Study is vital and basic since it has endeavored to investigate an infrequently investigated region in research. The board can utilize results to diminish representative quietness and increment work commitment level in open area colleges explicitly and in other public area associations for the most part following in flourishing of representatives, public area and economy.

Keywords: Employee Silence, Organizational Justice, Work Engagement, Mediation

I. INTRODUCTION

Employee Silence is a lead where representative decides to stay calm and stops giving their view in an association so as to stay innocuous from huge negative outcomes (Nafei, 2016). Choudhary (2011) directed on building of hierarchical equity and clarified it as reasonable, unprejudiced and simply lead got by a representative working in any association and suggested that this reasonableness in treatment is a significant worth expansion structure execution of workers. Work engagement has accepted a critical part in authoritative exploration since it caters conduct of keeping representatives associated with their doled out assignments. (Chandani& Mehta, 2016). Hierarchical equity is likewise a huge conduct build that can mediate between the relationship of worker quiet and work engagement (Aylsworth, 2008). Study is a push to know the impact of representative quietness on work commitment with mediation of authoritative equity in open area colleges in Sindh. Public sector institutions are usually chosen by people to give their services because of extended term valuable policies but they avoid getting required services from them. Public sector organizations are measured as organizations dealing with general public with considerable impending to serve them (Hadiyati, 2006). Public sector mainly functions to help overall public directly in contrast to private organizations which usually are functioned to slurp the profit. Currently many opportunities are there for the taking in organizations has better mechanisms to cope with competitive challenges hence management and researchers are now focusing on field of occupational psychology. This research work is important because it has attempted to focus on occupational psychology. Further it holds the importance because its findings are supposed to given an addition in current literature review available on variable of interests. This study undertakes importance as it has filled the research gap as it has endeavored to explore influence of employee silence on work engagement followed by intervention of organizational justice for which very inadequate studies are available. Moreover this study is imperative as its findings will be helpful for administration of public sector universities for devising different strategies for benefitting employees and improve efficiency. Geographic scope of study is that it has been conducted in province of Sindh and thematically it has attempted to find mediating relation between employee silence and work engagement.

II. RESEARCH PROBLEM

Current study has endeavored to explore influence of employee silence on work engagement followed by intervention of organizational justice for which very inadequate studies are available making it a research gap. Moreover employee silence can be catastrophic if not controlled and leaves disengaged employees. This untoward situation can be mediated by organizational justice. Hence research problem for current study is to see whether organizational justice mediated the relationship between employee silence and work engagement.

III. OBJECTIVES

- To find employee silence, organizational justice and work engagement in public sector universities in Sindh.
- To find quantitatively intervening effect of organizational justice between employee silence and work engagement amongst employees of public sector universities in Sindh.

IV. LITERATURE REVIEW

4.1. Employee Silence

Unique exploration on worker's quietness was directed by (Hirschman, 1970). He characterized worker silence as a conduct of bearing a quiet disposition to keep away from any negative results. It is a lead connected to representatives who are without offering their own personal thoughts and thoughts identifying with their administered work and assignments. (Bastug, Pala, Yilmaz, Duyan, and Gunel, 2016). Worker quietness is a lead where representative decides to stay calm and ends giving their view in an association so as to stay innocuous from huge negative results (Nafei, 2016). Results proposed that worker silence level is of bigger significance since it legitimately effects on limit of a representative to accomplish and achieve foreseen goals.

4.1.1. Dimensions of Employee Silence

Dimensions of employee silence are discussed below

4.1.1.1. Pro-social silence

Pro-social silence is stopping and holding any information to benefit whole organization and its workers (Van Dyne, Ang, & Botero, 2003). Employees having pro-social silence are remaining silent because they want a general benefit of workers and organization (Podsakoff, McKenzie, Paine, & Bachrach, 2000).

4.1.1.2. Acquiescent Silence

It is second dimension of employee silence associated with stoppage of information to avoid any change in the organization (Nafei, 2016). Acquiescent silence is hiding the information of any resignation (Van Dyne, Ang, & Botero, 2003).

4.1.1.3. Defensive Silence

Defensive silence is a preventive effort to hide and not to reveal any information because of fear of costs (Van Dyne, Ang, & Botero, 2003). Defensive silence is associated with stopping the information in order to remain safe from any adverse (Pinder & Harlos, 2001).

4.2. Organizational Justice

Greenberg (1987) led his exploration take a shot at build of work commitment to perceive its past possibilities, present subjects and impending bearings. He clarified that organizational justice as representative's propensity to recognize the framework overwhelming in the association which prompts just conduct. Choudhary (2011) directed on developing of justice system and clarified that it as a

reasonable, unbiased treatment towards worker working in any association and suggested that this decency in treatment is a significant in expanding the organization.

4.2.1. Measurements of Organizational Justice

Dimensions of equity in organization are pondered beneath.

4.2.1.1. Distributive Justice

Distributive equity is a dimension and methodology used by the executives giving a positive message to workers with respect to reasonable and just in sharing of assets and prizes (Cropanzano & Ambrose, 2001). Grondelle (2018) explained distributive equity with components received by associations to compute and appropriate awards with full value and in reasonableness.

4.2.1.2. Procedural Justice

Wendy (2007) suggested that procedural equity is a significant measurement identified with hierarchical equity comparing to the degree of fair-mindedness and evenhandedness in the overall components and dealings embraced in the association. Procedural equity is a sort of authoritative equity which is associated with reasonableness, equity, value and unbiasedness saw in various techniques embraced by association gives a worker the option to talk, impart and voice up in regards to reasonable or out of line instruments present in the methodology for association as proposed by (Nabatchi et al., 2007).

4.2.1.3. Interactional Justice

Jawahar (2002) characterized interactional equity as a component of authoritative equity which is identified with seeing and assessing the unprejudiced nature and fair-minded presence of relational perspectives. Dai and Xie (2016) led their examination on international equity and reasoned that interactional equity is as critical as procedural and distributive equity and is clarified as level of unbiasedness and reasonableness present in relationship among the executives and workers.

4.3. Work Engagement

Work engagement was previously started by (Kahn, 1990) and named it as a conduct of full mindfulness for appointed work. There is a sharp upsurge in exploration of work engagement in past ten years as it has gotten imperative to hold representatives associated with associations to accomplish greatest benefit (Pollak, Pniak, Rudnicka, and Paliga, 2017). They added that organizations, organizations and researchers have confirmed that work engagement has accepted a critical function in hierarchical examination since it caters conduct of keeping representatives associated with their appointed errands. (Chandani & Mehta, 2016). Their outcomes likewise proposed that work commitment is an intellectual understanding where representative remains dynamic in work and furthermore shields the interests of organization. Their results set up that drew in laborers upsurge yield and debilitate turnover aims.

4.3.1. Dimensions of Work Engagement

Work engagement is described through its dimensions named vigor, dedication and absorption.

4.3.1.1. Vigor

Vigor is considered as a mental incline in which representative has a determination to finish the allotted task adequately (Chughtai & Buckley, 2011). Vigor is defined as ideal degree of effort, energy, energy, soul and adaptability to given occupation by a worker in an association (Schaufeli & Bakker, 2004).

4.3.1.2. Dedication

Dedication is powerful and solid mental respect in appointed undertaking or work (Chughtai and Buckley, 2011). Commitment is an overall connection with work and association as representative undertakings to put all endeavors in finishing position and benefitting association. (Mauno, Kinnunen, & Ruokolainen, 2007).

4.3.1.3. Absorption

Absorption is a basic element of work commitment subject to make appeal and interest in allocated task (Chandani & Mehta, 2016). Absorption is likewise characterized as solid and solid mindfulness and allure in appointed errand inevitably producing solid connection helping both representative and associations (Schaufeli & Bakker, 2004).

4.4. Intervention of Organizational Justice between employee silence and work engagement

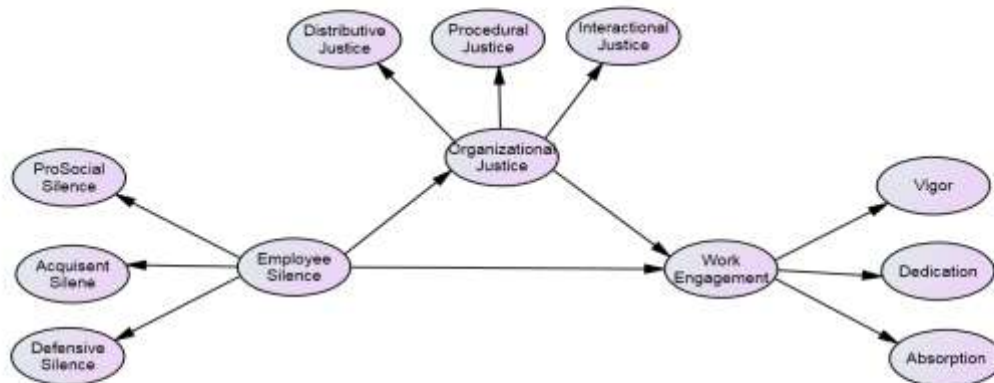
Employee silence being an operative tool to decrease work engagement can be intervened if employees are treated with fairness in the organization (Beer & Noria, 2000). Organizational justice has the tendency to intervene the relationship between employee silence and work engagement (Aylsworth, 2008)

V. CONCEPTUAL FRAMEWORK

Grounded on existing literature following framework has been deliberated.

Figure 01

Conceptual Framework



Previous scholarly review and findings were used for developing this study model. This specific model elucidates that employee silence performances as an independent variable awhile work engagement acts as a dependent variable. Role of organizational justice is of intervening variable between employee silence and work engagement.

VI. HYPOTHESES DEVELOPMENT

Employee Silence decreases level of work engagement in an organization (Nafei, 2016).

H: 1: Employee Silence has negative and significant relation with work engagement.

Employee silence has the tendency to inversely affect organizational justice (Aylsworth, 2008).

H: 2: Employee Silence has negative and significant relation with organizational justice.

More the employees perceive fairness and justice in organization, more they remain engaged in their work (Ledimo & Hlongwane, 2014).

H: 3: Organizational Justice has positive and significant relation with to work engagement.

Relationship between employee silence and work engagement can be mediated by organizational justice (Yigitol & Balaban, 2018).

H: 4: Organizational justice acts as mediator between employee silence and work engagement is mediated by Employee silence.

VII. RESEARCH METHODOLOGY AND DESIGN

This particular endeavor has causal research design because effect of employee silence on work engagement is presented in the presence of intervening variable organizational justice. Data is placid through questionnaires and investigated quantitatively. Population for this research work consists of faculty members of public sector universities of Sindh having 200 or more faculty. Population size obtained through respective websites of universities is 2200. Population was separated in distinct groups of Lecturers (BPS-18), Assistant Professors (BPS-19), Associate Professors (BPS-20) and Professors (BPS-21). All male and female faculty members were taken as sample for this particular research endeavor along with sample size of 333 obtained through table developed by (Saunders, Lewis, & Thornhill, 2009). Response has been collected through proportionate stratified random sampling. Questionnaires used in measuring employee silence, organizational justice and work engagement has been measured using instruments of (Van Dyne et al., 2003), (Niehoff & Moorman, 1993) and (Schaufeli & Bakker, 2003) respectively.

VIII. RESULTS AND HYPOTHESES TESTING

8.1. Reliability Statistic

Table: 01

Reliability Values

Variable	Reliability Value	Variable	Reliability Value
Pro Social Silence	.83	Interactional Justice	.81
Acquiescent Silence	.81	Vigor	.88
Defensive Silence	.82	Dedication	.85
Distributive Justice	.84	Absorption	.86
Procedural Justice	.80		

Internal consistency coefficients are inside acceptable range of $\geq .70$ as suggested by (Nunnally, 1978)

8.2. Demographic Profile based on proportionate Stratified Random Sampling

Table: 02

Proportionate Stratified Random Sampling

S.NO	Category	Frequency	Ratio	Sample Size
01	Lecturers (BPS-18)	858	39%	130
02	Assistant Professors (BPS-19)	770	35%	116
03	Associate Professors (BPS-20)	132	6%	20
04	Professors (BPS- 21)	440	20%	67
	Total	2200	100%	333

Above table indicates diverse groups and their contribution in sample size. Total ratio for lecturers, assistant professors, associate professors and professors is 39%, 35%, 6% and 20% and their respective sample size is 130, 116, 20 and 67 respectively. Total sample size is 333.

8.3. Descriptive and Correlation Analysis

Table: 03

Mean, Standard Deviation and Correlation Static

Variable	Mean	Standard Deviation	ES	OJ	WE
ES	2.1	0.61	1.0	-.55*	-.61**
OJ	3.9	0.52		1.0	.52*
WE	4.1	0.78			1.0

*. At 0.05 level. **. At 0.01 level.

Correlation statics represent that employee silence has negative significant relation with organizational justice ($r = -.55$, $p < .05$) and negative significant relation with work engagement ($r = -.61$, $p < .01$). Organizational Justice has is positive significant relation with work engagement ($r = .52$, $p < .05$).

8.4. Hypotheses testing using Mediation Analysis

Three analysis steps of process of mediation recommended by (Baron & Kenny, 1986) have been applied for hypotheses testing.

(Analysis 01 for Path C to test H: 1)

H: 1: Employee Silence has negative and significant relation with work engagement.

(Analysis 02 for Path A to test H: 2)

H: 2: Employee Silence has negative and significant relation with organizational justice.

(Analysis 03 for Path B and Mediation to test H: 3 and H: 4)

H: 3: Organizational Justice has positive and significant relation with to work engagement. (Analysis for Path B)
H: 4: Organizational justice acts as mediator between employee silence and work engagement is mediated by Employee silence. (Analysis for Mediation)

8.4.1. (Analysis 01 for Path C to test H: 1)

H: 1: Employee Silence has negative and significant relation with work engagement.

Table:04

Path (C) Exploration

Variable	R	R ²	Adjusted R ²	B	Sig
Employee Silence	.65	.51	.47	-.45	.000

Dependent Variable: Work Engagement

Regression effects show a robust relationship between employee silence and work engagement and ($r = .65$) and 51% of deviation in work engagement is produced by employee silence ($R^2 = .51$). Further it is evident that employee silence is negatively and significantly related to work engagement ($\beta = -.45$, $p <$

.01)confirming the initial condition for path (c) suggested by (Baron & Kenny, 1986) and supporting the hypothesis.

8.4.2. (Analysis 02 for Path A to test H: 2)

H: 2: Employee Silence has negative and significant relation with organizational justice.

Table: 05

Path (A) Exploration

Variable	R	R²	Adjusted R²	B	Sig
Employee Silence	.51	.50	.40	-46	.001

Dependent Variable: Organizational Justice

Above results obtained by using regression analysis reveal a medium association between employee silence and organizational justice ($r=.51$) and 50% of change in organizational justice is brought by employee silence ($R^2= .50$).It is further determined that employee silence is adversely and significantly related to organizational justice ($\beta = -.46, p< .01$) satisfying the second situation for path (a) advised (Baron & Kenny, 1986) and approving the hypothesis.

8.4.3. (Analysis 03 for Path B and Mediation to test H: 3 and H: 4)

H: 3: Organizational Justice has positive and significant relation with to work engagement.

H: 4: Organizational justice acts as mediator between employee silence and work engagement is mediated by Employee silence.

Table: 06

Path (B) and Mediation Exploration

Variable	R	R²	Adjusted R²	B	Sig
First Model (Path C)	.65	.51	.47		
Employee Silence				-45	.000
Second Model	.66	.60	.55		
Employee Silence				-.21	.010
Organizational Justice(Path B)				.52	.001

Dependent Variable: Work Engagement

This table covers two models. Initial model represents analysis of (path c) which was previously conducted at first step and similar results have been taken here for relating it with second model to comprehend effect of mediation. Second model comprises of results of regression analysis where work engagement has been taken as a dependent variable and employee silence (essentially independent variable) along with organizational justice (essentially mediating variable) have been carried out as independent variables as recommended by (Baron & Kenny, 1986). Findings of second model stipulate that 60% modification in work engagement is caused by employee silence and organizational justice. Additional results specify that organizational justice is positively and significantly related to work engagement ($\beta = .52, p< .01$) satisfying third condition for path (b) recommended by (Baron & Kenny, 1986) concluding it in accepting hypothesis 3.

Employee silence which was significant in first model (path c) ($\beta = -.45, p< .01$) has changed into insignificant with substantial diminution in β value ($\beta = -.21, p> .05$) with addition of intervening variable

organizational justice satisfying last condition defined by (Baron & Kenny, 1986) for full mediation. So it can be settled that organizational justice fully intervenes the association between employee silence and work engagement ending in accepting the hypothesis 4.

IX. CONCLUSION AND RECOMMENDATIONS

Final research output has suggested that employee silence quietness is contrarily and altogether sway on level of work engagement. In addition discoveries additionally recommend that silence associated with employees has negative and huge impact on organizational justice. In another discovering study uncovers that organizational justice has positive and significant effect on work engagement. At last study results suggest that organizational justice fully mediates the relationship between employee silence and work engagement. Strategy designers, policy makers, organizational administration and other stakeholders are suggested to use these findings in order to make their workforce more promised and engaged by providing more fair treatment and diminishing employee silence to reap more benefits. Investigators are also suggested to further take these findings to other segments of economy with addition of additional significant occupational psychology constructs as to more generalize the findings and richer addition in literature.

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