Shri Dharmasthala Manjunatheshwara Institute for Management Development, Mysuru, India

12th International HR Conference on "Navigating the Human Capital Management in the Digital Era", on 19 and 20 December 2024

The Role of Organizational Justice and Perception of Politics on Work Engagement

Nayana
Associate Professor,
Department of Management Studies,
Dayananda Sagar College of Arts,
Science and commerce
nayana1821@gmail.com

Chandana C
1st year student,
Department of Management Studies,
Dayananda Sagar College of Arts,
Science and Commerce,
chandana.channakrishna224@gmail.com

Manoj Kumar N
1st year student,
Department of Management Studies,
Dayananda Sagar College of Arts,
Science and Commerce,
manojkumar.n9591@gmail.com

ABSTRACT

Treating employees fairly is of utmost importance to organizations. Organizations should ensure that both processes and outcomes are just and fair and that the organizational practices are equitable. Perception of Justice ensures the commitment of employees towards organizational goals. Work engagement is an emotional connect that employees have with their job. This relationship is determined many organizational, group and individual factors. The purpose of this investigation was to determine the role of Organizational Justice (OJ) and perception of politics on faculty work engagement in higher educational institutions. The association between Perception of Politics (POP) and Work Engagement (WE) is yet to be understood in the academic context. Colleges and Universities play a significant role in shaping the future and career of its students. Teachers in these institutions encourage and influence the students to pursue real-time research which helps in solving the problems in the world. Hence, it is absolutely necessary for the institutions to gain the loyalty and satisfaction of the teachers. 273 faculty members with more than two years of experience were chosen for the present investigation. Three standardized, reliable and valid instruments were administered to measure the constructs under investigation. The results indicated that faculty experienced a moderate level of Organizational Justice and Politics in their workplace, and high levels of Work Engagement. Organizational justice influenced work engagement of

faculty. However, perception of politics did not influence work engagement. The findings of the study add to the theoretical literature and also contribute in suggesting ways to build a truly inspired workforce.

KEYWORDS: Higher Education, Organizational Justice, Perception of Politics, Work Engagement, Organizational Behaviour.

INTRODUCTION

The Information Technology (IT) industry has become a cornerstone of modern society, driving innovation and transforming how individuals, businesses, and governments operate. Rooted in advancements in computing and telecommunications, the IT sector is a dynamic and multifaceted domain encompassing software development, hardware engineering, data analytics, cloud computing, artificial intelligence, and cybersecurity.

Organizational culture refers to a system of shared assumptions, values, and beliefs that show employees what is appropriate and inappropriate behaviour (Chatman & Eun young, 2003; Kerr & Slocum Jr., 2005). These values have a strong influence on employee behaviour as well as organizational performance. In contrast to a topic such as leadership, which has a history spanning several centuries, organizational culture is a young but fast-growing area within organizational behaviour. Culture is by and large invisible to individuals. Even though it affects all employee behaviours, thinking, and behavioural patterns, individuals tend to become more aware of their organization's culture when they have the opportunity to compare it to other organizations. It was completely inappropriate to question your boss in a meeting; such behaviours would only be acceptable in private.

1.1.1 Employee Wellbeing:
 Meaning:

Workplace Wellbeing relates to all aspects of working life, from the quality and safety of the physical environment, to how workers feel about their work, their working environment, the climate at work and work organization.

 Employee Wellbeing involves several categories of wellness, which may include:

 • Physical Health

 • Emotional Health

 • Psychological Well Being

 • Social Relationships and Financial Stability

LITERATURE REVIEW

1) Janna Olynick & Hanz. Li (2020) Organizational culture and its relationship with Employee stress, Enjoyment of work and productivity.

 2) David Anderson (2017) Organizational culture and employee wellbeing, it's time to change. The time has come for the wellness industry to up its game by making a strong, actionable business case that a culture of wellbeing is a differentiating contributor in achieving greatness.

3) Reba rewards and Employee Benefits association (2020) the relationship between company culture and employee Wellbeing. The more the company culture respects openness about mental health, the

greater the success will be of that Organization. Employees are the backbone of any business and if their wellbeing isn't made a priority, then everything else that the company values will be affected.

4) Ramapalli Prabhakara and Siva Pragasam Pannerselvam (2013) The healthy organization concept: A review and research agenda. The healthy organization concept proposes that along with the profits, employee's wellbeing should also be an important goal for organizations. In this paper, the researcher undertakes an extensive review of literature in the mainstream business literature and establishes the agenda for healthy organization research among other research paradigms.

5) Emma Seppala and Kim Cameron (2019) Proof that positive work cultures are more productive. Research points include 4 steps they are, Foster social connections, Show Empathy, Go out your way to help and encourage people to talk to you- especially about their problems.

6) Matt Bloom (2020) Work and purpose aren't enemies focus on employee wellbeing. The key factors related to the study are included from wellbeing model which includes Resilience, Thriving, Happiness and Authenticity. Data to explore the role of Employee Resource Groups (ERGs) in promoting Diversity, Equity, and Inclusion (DEI).

7) T J Clouston (2012) The influence of Organizational workplace culture. Findings identified that the social services setting provided greater temporal flexibility and a more supportive culture for work-life balance than healthcare, but that both organizations utilised cultures of power and performance to achieve organizational outcomes, irrespective of the impacts on personal or family wellbeing.

8) P Nekula (2021) Relationship between culture of health and employee engagement in social enterprises. Culture of health is a predictor of employee engagement in social enterprises. The analyses demonstrate a moderate association between culture of health and employee engagement.

9) Asta Stankevkiene (2021) The mediating effect of work-life balance on the relationship between work culture and Employee wellbeing. The study expands the role of work life balance as a mediator in organizational settings and its finding may be important for practitioners who seek to improve the performance of their organization by enhancing the wellbeing of employees.

10) J Braithwaite (2017) Studies examining culture are common. Fewer explore linkages between cultures and patient outcomes. There are no randomized controlled trials, and few intervention studies with strong designs are reported. The consistent trend for most studies is to find that positive cultures are related to better outcomes for patients. Better-quality studies, and those outside of hospitals, would provide confirming or disconfirming evidence for our synthesis.

11) Jim Purcell (2017) Intentional work place culture that support Employee well being. Companies need a different approach. Instead of hoping for positive workplace cultures to happen organically, they must develop intentional workplace cultures around a company's purpose and values that advance business objectives and support employee well-being

12) MK Singh, Dr Vijay Kumar (2020) Impact of COVID-19 on working culture and employee wellbeing. The dramatic workplace transformation created by the pandemic caused by the novel Corona virus forced millions of employees to work from home. It has an enormous impact on work and family culture. Work from home, physical distancing, online education and virtual meetings becomes the "New Normal" of life. For many multinational companies work from home is not new and they are promoting the same to increase productivity and save cost. However, there is a dire need to consistently engage, monitor and promote an inclusive, collaborative growth culture for employees supported by robust digital infrastructure to enable work from anywhere.

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13) Bharathi Sethi, Rosemary Vito, Vanessa Sonia (2021) Organizational culture, diversity and employee Health: A systematic Review. This study systematically reviewed 23 studies published between 2007-2019 that addressed organizational culture, diversity/workplace, and employee health within North American social/human services organizations. Results highlighted three themes: 1) Organizational Culture within Social/Human Services, 2) Diversity and Workplace, and 3) Employee Health at the Intersection of Organizational Culture and Diversity.

14) T Li (2015) Organizational Culture and Employee behaviour. The aim of this study is to find out how organizational culture affects employee behaviour. It is important to understand that in order to improve the organization's business management and let the organizational culture have the right impact on employees. The results of the study indicate that organizational culture mainly impacts motivation, promotes individual learning, affects communication, and improves organizational values, group decision making and solving conflicts.

15) Olulana Bamidele Samuel (2015). The Effects of Organizational Culture and Stress on Organizational Employee Commitment. The aim of this study is to expand the horizon and boundary of knowledge and understanding of the workplace stress by investigating the effects of organizational culture and stress on employee commitment in the workplace. The attempt is to close the gap between organizational culture, workplace stress and employee commitment. Although the concepts of culture and stress have been well researched but few studies have provided detailed insight into the interplay between the concepts of organizational culture, workplace stress and commitment.

16) Satyendra (2020) Organizational Culture and employee behaviour. The organizational collectively exists, on a relatively continuous basis in an environment, and engages in activities which are normally related to a set of goals. The organizational activities have outcomes for the organizational members, the organization itself, and for the society. The essence of organization revolves around the development of shared meanings, beliefs, values and assumptions which guide and are reinforced by the organizational behaviour.

17) Michael Nicklaus, (2020) Workplace Culture: What It Is, Why It Matters, and How to define it. Culture is the character and personality of your organization. It's what makes 37 DSCASC MBA-BU your business unique and is the sum of its values, traditions, beliefs, interactions, behaviours, and attitudes. Positive workplace culture attracts talent, drives engagement, impacts happiness and satisfaction, and affects performance. The personality of your business is influenced by everything. Leadership, management, workplace practices, policies, people, and more impact culture significantly. The biggest mistake organizations make is letting their workplace culture form naturally without first defining what they want it to be.

18) The Economic Times, (2022) Building a wellness-first culture is essential, not conditional. Building a wellness-first culture is imperative for businesses that want to set themselves up for success. It is important for organizations to understand what their employees need and then design an environment which will enable them.

19) Pham di. Thuy Dung, (2020) Influence of Organizational Culture on Employees' Satisfaction and Commitment in SMEs: A Case Study in Vietnam. The purpose of this study is to evaluate the impact of organizational culture on job satisfaction and organizational commitment among employees in small and medium-sized enterprises in Ho Chi Minh City, Vietnam. The study hypothesized that organizational culture has a significant influence on employees' satisfaction and that satisfaction also

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significantly impacts organizational commitment among employees. The data are collected from a sample of 240 office employees.

20) Pamela S. Passman, (2021) How Can Boards Provide Oversight on Corporate Culture? Corporate culture is taking centre stage today. Institutional investors such as State Street, Blackrock, Vanguard, and others are writing to CEOs about the importance of culture. Regulators around the world are increasingly calling on organizations to examine their culture. Companies today are considering culture as part of ethics and compliance programs, and as a factor in considering enterprise risks. Yet as Barak Orbach writes in a recent article, a company's formal policies may be out of sync with informal norms and employee actions. Case in point: Wells Fargo employees opening unauthorized accounts to meet sales incentives, and at the same time, violating company compliance standards.

RESEARCH DESIGN

This study adopted a descriptive & quantitative research design as the variables under investigation were continuous in nature. The research methodology used for this study is Descriptive, which is a systematic framework and approach that researchers use to conduct research, collect and draw conclusions based on data.

Descriptive analysis is a simple summary about the sample and the measures. When the raw data is collected, to get the clear understanding of the topic the whole data is converted into percentage form for easy comparison of all the given data. Percentage analysis is one of the statistical measures used to describe the characteristics of the sample or population. Percentage analysis involves computing measures of variables selected to study and its finding will give easy interpretation for the reader.

DATA COLLECTION

Primary Data:

Primary data refer to information or raw data or data structures that are collected directly from the field (first hand) through observations, face to face interview etc. In this study for primary data a questionnaire was developed.

Secondary Data:

Secondary data refers to the data that are collected by someone other than the primary user. The secondary data is collected through journals, books and websites.

RESEARCH OBJECTIVE

1. To identify the impact of Organizational culture on employee wellbeing.

2. To identify whether workplace cultures constrain or facilitate employee wellbeing.

3. To understand the measures taken at KS&DL to improve employee wellbeing.

4. To understand the attitude of workforce towards Organizational culture.

THEORY

Theory of Belongingness

It is theorized that the need to belong involves the psychological experience of social connectedness obtained through emotion sharing. According to Lee and Robbins (1995), a sense of belongingness evolves from infancy to maturity through companionship, affiliation, and connectedness.

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HYPOTHESIS TESTING
Hypothesis Testing: Set 1)

Ho: There is no correlation between Organization culture and Employee wellbeing of KS&DL employees.

H1: There is a correlation between Organizational culture and Employee wellbeing of KS&DL employees.

Table 4.3.41 Correlations

		Mean OC	Mean EW
Mean OC	**Pearson Correlation**	1	.931**
	Sig. (2-tailed)		.000
	N	100	100
Mean EW	**Pearson Correlation**	.931**	1
	Sig. (2-tailed)	.000	
	N	100	100

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

Interpretation: From the above correlation table, it can be seen that there is a positive and significant correlation between organization culture and employee wellbeing. The Pearson correlation (2-tailed) was found to be 0.931 indicating strong positive correlation. It is found to be significant as the P value is (0.000) < 0.05. Hence H0 is rejected.

Set 2)

H0: Organization culture at KS&DL does not influence the employee wellbeing of employees working at KS&DL

H1: Organization culture at KS&DL influences the employee wellbeing of employees working at KS&DL

Table 4.3.42 Model summary

Model					R Square Change	F Change	df1	df2	Sig. F Change	Durbin-Watson
1	.93	.86 7	.866	.27411	.867	640.7	1	189	.000	1.247

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	1 a					*59*			

Predictors: (Constant), Organization Culture

Dependent Variable: Employee wellbeing

From the model summary it can be seen that the R2 value was found to be 0.867. Therefore 86.7% Variance in and Employee wellbeing was brought out by the Organization culture. From the table it can be seen that Durbin-Watson test value was found to be 1.247 which is <2 there by indicating that there is no auto correlation.

Regression Table

4.3.43 ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	48.146	1	48.146	640.7	.000b
	Residual				59	
	Total	7.364	98	.075		
		55.509	99			

Dependent Variable: Mean EW

Predictors: (Constant), Mean OC

From the table it can be seen that P value (0.000<0.05) and RMC value=48.146 indicating that the model is good.

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Graph 4.3.41

Normal P-P Plot of Regression Standardized Residual

Dependent Variable: Mean_EW
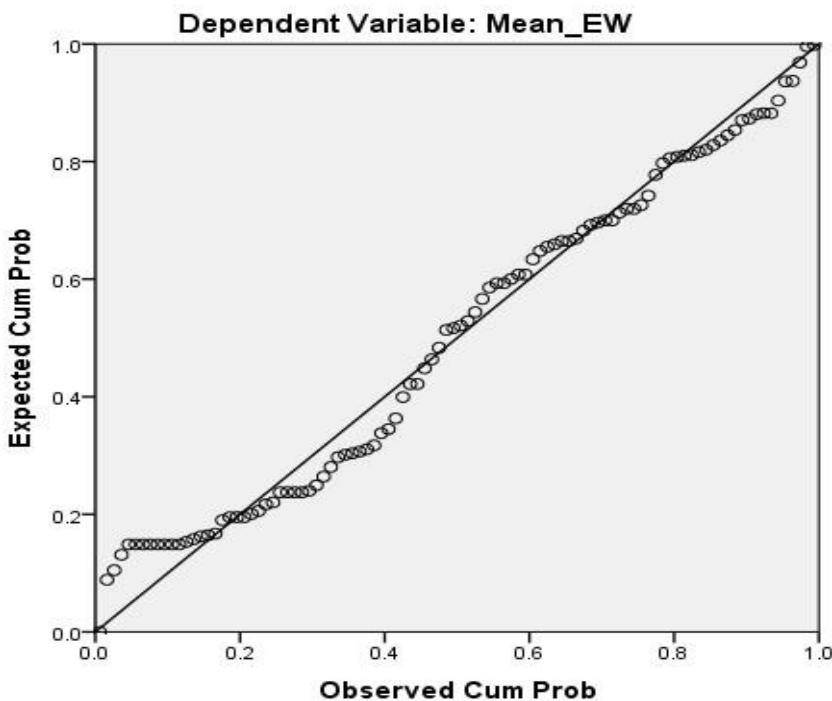
From the above graph it can be seen that the residuals follow a straight line indicating normal distribution.

Graph 4.3.42

Scatterplot

Dependent Variable: Mean_EW
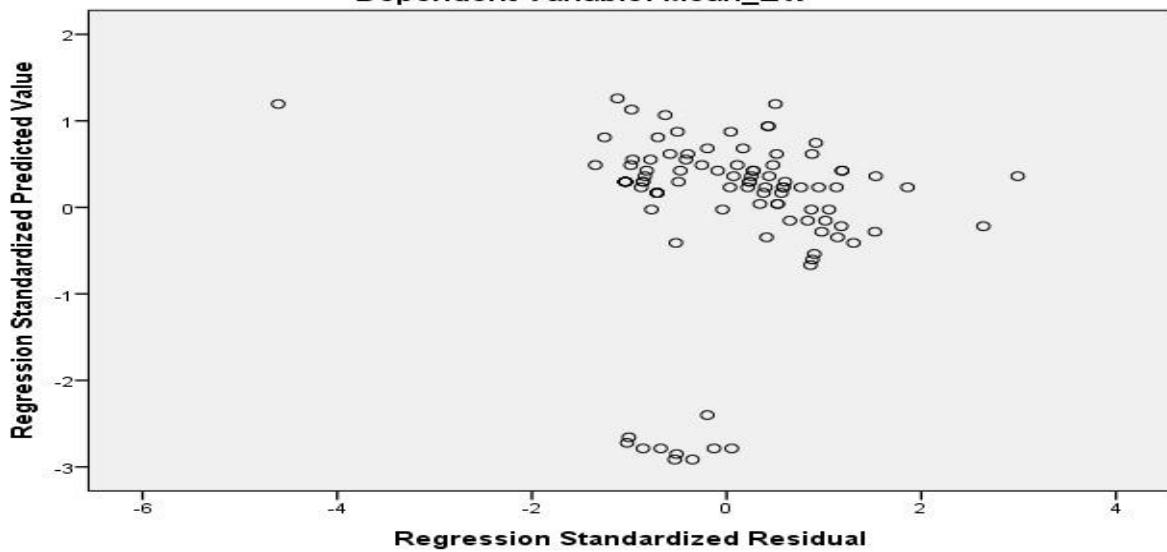
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From the above scatter plot it can be seen that there is no Heteroskedastic in the data

(no variance in Error)

Table 4.3.44 Co-efficient

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant) 1	.352	.136		2.587	.011		
Mean OC	.896	.035	.931	25.313	.000	1.000	1.000

a. Dependent Variable: Mean EW Coefficients

From the above Regression table,

B0: Constant: 0.011 (p-value=0.352) shows that it's significant

B1: Employee Wellbeing: 0.896 (p-value=0.000<0.05) shows that it's significant **VIF value (1.000)** < 5 shows that there is no multi-collinearity.

The model that can be generated is:

Employee Wellbeing = 0.352 + 0.896 * Organization culture

It can be said that for every unit increase in Organization culture, the employee wellbeing increase by (0.352 + 0.896 * 1) = 1.25 units.

Hence H0 is rejected.

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Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Const ant) 1	.352	.136		2.587	.011		
Mean OC	.896	.035	.931	25.313	.000	1.000	1.000

Set 3) Chi- square test

Table 4.3. 45

Chi-Square Tests

|	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	22.108a	6	.001
Likelihood Ratio	24.682	6	.000
Linear-by-Linear Association	.992	1	.319
N of Valid Cases	100		

a. 6 cells (50.0%) have expected count less than 5. The minimum expected count is 1.50.

H0: Preference towards type of Organization culture does not vary with the age of Employees

H1: Preference towards type of Organization culture vary with the age of Employees.

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Interpretation: from the above chi-square table it can be seen that the employee preference towards type of OC varies with ages of the employees. H0 is rejected.

P value= 0.001<0.05 indicating significant difference between the type of OC and age of

Employee
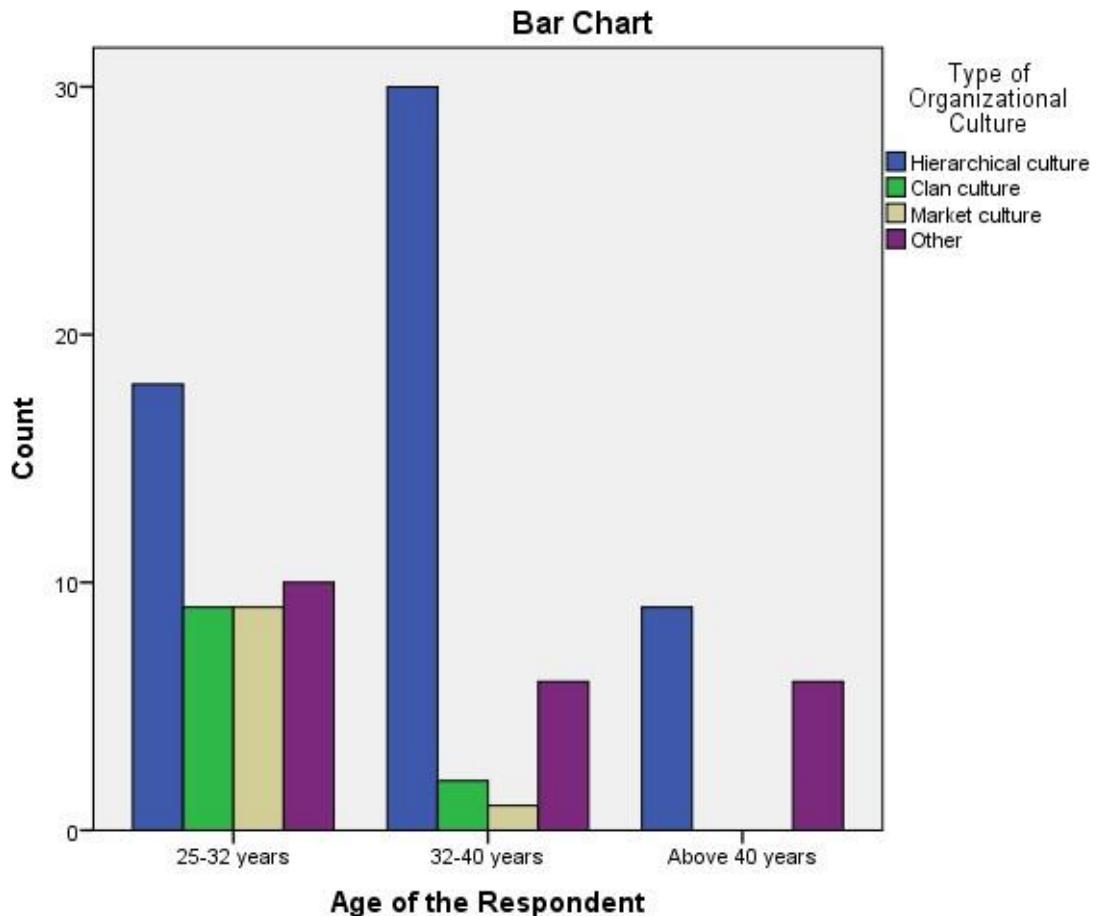
Graph 4.3.43 Chi-square test

From the above graph it can be seen that employees below the age of 32 years have a preference for Hierarchical culture and also moderate preference for Clan & Market culture. However Employees between the age of 32 & 40 years have a strong preference only for Hierarchical culture.

Employees above 40 years of age have a moderately low preference towards Hierarchical culture indicating that they are mostly indifferent towards the type of OC.

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Set 4) Chi-square test

Table 4.3.46 Chi-Square Tests

|	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	10.626a	3	.014
Likelihood Ratio	10.602	3	.014
Linear-by-Linear Association	6.425	1	.011
N of Valid Cases	100		

a. 2 cells (25.0%) have expected count less than 5. The minimum expected count is 3.40.

H0: Preference towards type of Organization culture does not vary with the gender of Employees

H1: Preference towards type of Organization culture vary with the gender of Employees.

Interpretation: from the above chi-square table it can be seen that the employee preference towards type of OC varies with gender of the employees. H0 is rejected.

P value= 0.001<0.05 indicating significant difference between the type of OC and gender of Employee

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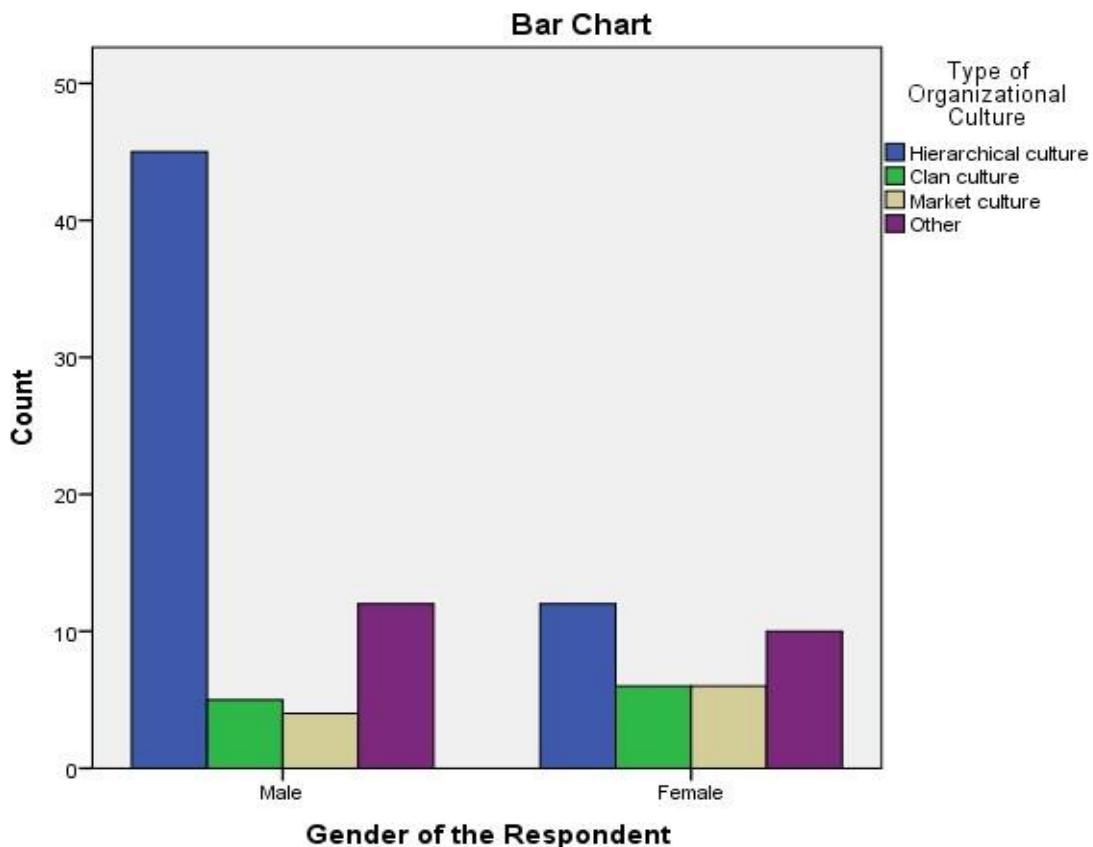
Graph 4.3.44 Chi-square test

From the above graph it can be seen that Male employees show strong preference towards Hierarchical culture however few male Employees show fixed preference with less indication towards other Organization cultures.

Female Employees show low preference towards Hierarchical culture indicating that they are mostly indifferent towards the type of OC and prefer all type of Organizational culture.

FINDINGS, SUGGESTIONS, AND CONCLUSION

5.1 Findings:

Majority of the respondents belong to the age group of 25-32 where majority of them are Male Employees.

Most of the respondents say that Hierarchical culture is followed in their organization.

It is interpreted that majority of the respondents agree to the given statement as they feel respected by their team.

As per the data collected it is interpreted that majority of the respondents strongly agree their organization gives preference to rich values, assumptions and beliefs.

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There is a mixed response between the different scales regarding the requirement of change in the organization.

It is interpreted that more than35% respondents disagree that the organization culture is too rigid whereas 30% agree. There is a mixed response.

More than 45% agree to the statement that managers are flexible and adaptable when changes are required.

It is interpreted that more than 50% of the respondents agree that Individual as well as team goals are well defined

It is interpreted that 33% disagree with the statement that Teams often lack authority to get the job done whereas 25% agree. We can find a mixed response here.

There is total mixed response among the respondents as equal proportion of Employees feel complete control regarding decision making lies and also does not lie in the hands of Top management.

It is interpreted that majority of the respondents agree to the statement that Employees value and make use of their unique strengths.

Majority of the respondents Agree that they feel part of the family.

More than 45% respondents Agree to the statement they are constantly working towards improving the Organizational culture.

It is interpreted that majority of the respondents agree that as an Employee they can   influence the work place in a positive way.

It is interpreted that more than 40 % respondents strongly agree to the statement the majority of respondents says that the Organization cares about Employee Wellbeing.

More than 40% agree that the work they do gives them utmost satisfaction.

It is observed that majority of the respondents agree that they feel like going to work.

It is interpreted that there is a mixed response. Definitely there is work stress but it is not necessary to find in all the employees

Majority of respondents agree that they can count on their co-workers for support when they need it.

It is interpreted that majority of the respondents Agree that they are satisfied with the employee welfare benefits provided by the employer

More than half of the respondents Agree that Organization is committed to employee health and wellbeing

It is observed that more than 40% of the respondents strongly agree that organization provides opportunities to engage in activities to be physically and mentally manage stress.

Majority of the respondents Agree that they are not worried about employee wellbeing. This shows that Organization takes care of Employee wellbeing.

The respondents feel Safe at work place.

It is interpreted that majority of the respondents Agree as they are having freedom to take leave whenever they feel stressed.

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The Respondents agree that they have the freedom to discuss their personal or work-related problems with their team.

Majority of the respondents Agree to the statement, this shows that the manager gives importance to Employee wellbeing and is working towards its improvement.

5.2 Suggestions:

There is a requirement of minute changes in the organization culture followed as few employees agree to it.

The Organization has to educate their employees about the various measures taken by the organization in order to maintain the Employee wellbeing

The organization has maintained a good balance between Organization culture and Employee wellbeing this should be maintained and try to make necessary changes required according to employee's requirement.

Few of the respondents agree that Teams lack authority to get job done, in this area manager should try to provide relaxation in the chain of authority.

Manager should try to help employees deal with Work stress.

5.3 Conclusion

The study concludes that Employees have fair amount of knowledge regarding the type of Organization Culture followed in the organization and they are also aware about the measures taken by the organization in order to maintain Employee wellbeing. When it comes to building employee wellbeing it includes both physical and mental activities. Organization should give more importance towards the mental abilities and needs of the employees in order to keep them stress free. Organization should work towards providing authority to the team members in order to participate freely in various decision-making processes.

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