

“The hearts of employees are a tougher battlefield than the minds of employees.”

EMPLOYEE ENGAGEMENT AND FAIRNESS IN THE WORKPLACE

Anne-Marie Kontakos, Alcoa Graduate Research Assistant to CAHRS

Introduction

Employee engagement is argued to be associated with; a sustainable workload, feelings of choice and control, appropriate recognition and reward, a supportive work community, fairness and justice, and meaningful and valued work (Saks, 2006). Similarly, according to a survey conducted in thirty-two countries by Walker Information, the factors that most influence employee commitment (and one could argue employee engagement) are fairness, care and concern for employees, and trust (Frank, Finnegan & Taylor, 2004).

However, while the debate over the existence and exact definition of employee engagement continues, there is little doubt about the importance of fairness in the workplace. Fairness strives to make the employees' place of work better and has become more than just adequate pay, benefits and opportunities. The thought is that if an organization treats its employees well, they will give back as much or more in terms of both physical and emotional commitment (Insightlink, 2005). But, employee engagement ultimately comes down an employee's desire and willingness to give discretionary efforts in their jobs (Frank, Finnegan & Taylor, 2004).

Organizational justice is defined as the impact of justice on effective organizational functioning and is best conceptualized as three distinct dimensions; procedural, distributive and interactional (Colquitt, 2001). The level(s) of justice influence the levels of perceived fairness by employees.

Procedural Justice

Procedural justice refers to an employees' perceptions of fairness in the means and processes used to determine the amount and distribution of resources (Saks, 2006). Higher perceptions of procedural justice by employees are more likely to reciprocate with greater organizational engagement (Saks, 2006) and an employees' positive evaluation of their supervisor (McFarlin & Sweeney, 1992). The basic tenet of procedural justice – a voice in the development of an outcome - enhances the perceived fairness in the workplace independent of the effects of its implementation (Greenberg, 2002).

For example, in terms of performance appraisals, procedural variables may be more important than distributive (outcome) variables as determinants of the perceived level fairness by employees (Greenberg, 2002). An organization that provides knowledge to employees about procedures demonstrates regard for employees concerns. Decision-making processes that are unclear to employees violate procedural fairness and trust – damaging the employer-employee relationship.

Distributive Justice

Distributive justice pertains to an employees' perception of fairness in decision outcomes and resource allocation (Saks, 2006). In order to be “just”, the allocation of an outcome should be consistent with the set goals of a particular situation. The “equity rule” associated with distributive justice dictates that rewards and resources be distributed in accordance with contributions. Past research shows that

distributive justice is strongly correlated with job satisfaction (Schappe, 1998) and pay satisfaction (McFarlin & Sweeney, 1992), which in turn can be said to be strong elements of employee engagement. An organization must be cognizant of efforts made by leadership and management to ensure that it shows legitimate concern for employees regarding the distributive outcomes that not only the employees themselves receive, but those received by their colleagues.

Interactional Justice

This type of justice refers to the quality of interpersonal treatment employees receive when procedures are implemented (Colquitt et al, 2001). There are four criteria for interactional justice; justification, truthfulness, respect and propriety (Colquitt, 2001). Interactional justice consists of two specific types of interpersonal treatment – interpersonal justice and informational justice (Colquitt et al, 2001). Interpersonal justice deals with how employees are treated with politeness, dignity and respect by leadership and management – those who execute procedures and outcome distribution (Colquitt et al, 2001). Informational justice focuses on the explanations and information given to employees by leadership and management that provide detail on procedures and outcome distribution (Colquitt et al, 2001).

Fairness

The labeling of an organization as “fair” can be made off of the basis of perception and reality. Fairness is ideally seen and felt throughout all levels of the organization (thereby confirming it is real rather than just perceived) and can take many forms in the workplace; application of policies, procedures and the presence of unions to help level the playing field. Equity, and in essence - fairness, is a key driver of employee engagement.

Other factors that impact perceptions of fairness include; proximity (how close an employee is to the situation and their level of involvement), expectations and entitlement (Beugré, 1998). Demographic factors also impact perceptions of fairness; level of education, occupational status, occupational tenure and gender – where men are more likely to perceive fairness as equity, whereas women are more likely to perceive fairness as equality (Beugré, 1998).

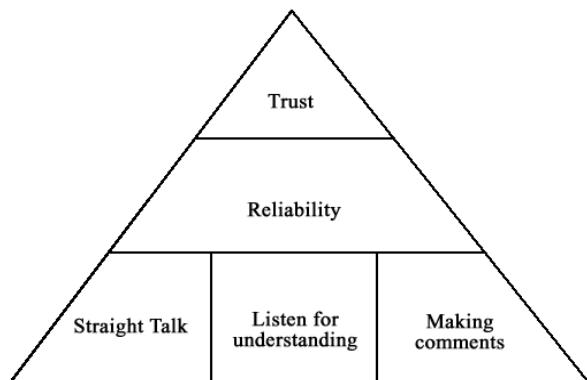
Employees who perceive unfairness in the workplace may experience feelings of under-appreciation, lack of respect and recognition. Furthermore, the presence of hierachal divisions and cliques increases the potential for perceptions of unfairness, breaks connections between employees and prevents groups from working together (Axelrod, 2000). There is little doubt that perceptions of unfairness (regardless of whether or not they are warranted) will lead to lower levels of employee engagement. Employees who do not see things as fair in the workplace are more likely to withdraw and display negative behaviors.

However, it is not clear as to what extent employee engagement can influence perceptions of (un)fairness, nor how the reality of fairness affects employee engagement. However, fairness is considered to be one of the necessary conditions present leading to trust (Beugré, 1998), which is essential for employee engagement.

Trust

As in any relationship, trust is among the essential traits that keep commitment and engagement strong. The employee – employer relationship is no different. Relationships evolve over time into trusting, loyal and mutual commitments as long as the parties abide by certain “rules” of the exchange (Saks 2006). Trust is highly valued and can only be built up over time, but can be lost quickly.

The trust triangle was developed by Dr. John Carter at the Gestalt Institute and can be used by organizations as a guide to building trust. The first component of the triangle is straight talk. Ideally, leadership and management are “sharing all the information available in an honest and forthright manner” (Axelrod, 2000). Moving to the right along the base of the triangle, the next component is listening for understanding. By focusing closely on listening, more information is exchanged between the employer and employee and there is an increase in the level of trust in the sender by the receiver. Making commitments is the third element in the foundation of the triangle, as most importantly, “trust is built when commitments are kept” (Axelrod, 2000). If commitments cannot be fulfilled by the organization, going back to the first component of the triangle foundation (straight talk) to provide an explanation is necessary. Only after achieving the foundation can the organization move onto the next level of the triangle. Reliability is established by the organization through leadership and management over time following the foundation principles, eventually building up to the top level of trust.



It is obvious that trust lies in the hands of the organizations’ leadership and management. In order to build trust within the organization it is necessary to ensure that these individuals are not only personally involved in the organization, but that they also submit themselves to the same vulnerabilities and risks as their employees (Axelrod, 2000). For example, an organization that requires 360-degree feedback for performance management should ensure that all leaders and manager go through the same process. These individuals should set the example for employee behavior. With a strong bond of trust, employees are not only more likely to be engaged, but have faith and perceive that the organization is a fair place to work.

The Power of Perception

"In studying justice, what is important is not the reality itself, but the subject's perception of reality."

- Beugré, 1998

Perceptions held by employees can greatly affect their engagement levels. For example, perceptions of the procedures used to determine pay raises uniquely contribute to such factors as organizational commitment and trust in supervisors (both of which are strongly related to employee engagement). And, perceptions of outcomes are uniquely associated with an employee's own pay satisfaction (Greenburg, 2002). Justice perceptions, (including fairness in the workplace), are also related to organizational outcomes; job satisfaction, organizational commitment, organizational citizenship behavior withdrawal and performance (Saks, 2006).

Organizations that wish to improve levels of employee engagement can focus on increasing and strengthening employees' perceptions of support they receive from the organization (Saks, 2006). Many organizations seem to have forgotten that perception begins at the onset of the employee-employer relationship with the application process. The saying "you never get a second chance to make a first impression" is extremely fitting. These first impressions serve as a reference point to the employee in many ways. A fair application process should be the first touch-point for each and every employee. Additionally, an increasingly important level of perception for an organization to monitor is the employees' perception of diversity within the organization. This is true for all employees regardless of their majority or minority status. While the composition of an organization can affect an employees' level of commitment, it is an employees' "perception of fit" in terms of demographics and culture within their immediate workgroup that affects the level of employee engagement.

Organizational changes (including cost-cutting, structural change and role reduction) can quickly and easily lead to perceptions of unfairness and a decrease in employee engagement. However, it is important for organizations to note that it is not the changes per se that lead to employee perceptions of unfairness and lower levels of employee engagement, but the way in which employees are treated (or perceived to be treated) during implementation of specific changes (Beugré, 1998). Communication and trust are important drivers that must be utilized to ensure that employees perceive that they are treated with care and respect during these turbulent times.

Evaluating Risk

An interesting element to the relationship between employee engagement and fairness in the workplace is the element of risk and the notion of procedural fairness based on the assessment of risk. For example, the individual responsible for making the final hiring or promotion decision will not only use his or her perception, but will also assess and evaluate the level of risk of his or her decision for themselves and the organization. Risk behavior is influenced by; i) the culture or organization in which the decision making is taking place; ii) the particular situational factors associated with the decision and; iii) the characteristics of the decision maker (Cabrera & Thomas-Hunt, 2007).

It has been argued that when evaluating the risk of a potential employee, a determination of the required level of affective commitment (and arguably potential level of employee engagement) to the organization is made (Shore, Barksdale & Shore, 1995). When evaluating current employees, decision makers may be influenced by current levels of employee engagement and the future potential and likelihood of promotion (Shore, Barksdale & Shore, 1995). Additionally, it has been proposed that the gender of the decision maker will affect the assessments of both the candidate (including both the potential and current

employee) and the level of risk perceived to be associated with the position. All of these potential biases can greatly impact the acceptance and promotion of qualified individuals, in particular women in the workplace.

Women as “Risky Business”

It has been suggested that an employee must demonstrate both commitment and engagement to the organization and their career (among various other factors) in order to move further up the corporate ladder (Cabrera & Thomas-Hunt, 2007). “Highly committed and engaged employees are more likely to be promoted (Cannings & Montmarquette, 1991) and are less likely to contemplate quitting (Hunt & Morgan, 1994).” While there is little to no evidence to suggest that women (in general) are any more or less committed or engaged than men in the workplace, due to social norms, women with children and household responsibilities are perceived as being less committed employees (Cabrera & Thomas-Hunt, 2007). Simply due to these obligations and time constraints, a “good mother/wife/daughter” cannot also be a “good employee”.

Some researchers argue that women desire fewer hours at work because of a disproportionate share of household responsibilities (Bryner, 2007). According to the U.S. Department of Labor Monthly Review (April, 2007), women’s participation in the labor force, which had climbed in the early 1990s, has leveled off over the past five to ten years. Why this has occurred is unclear; both academic and non-academics argue that women are “happier” at home, while others believe that organizations are too rigid and prevent a sustainable work-life balance. However, there is no doubt that in terms of family and household needs, women are more likely than men to temporarily step off the career path or permanently exit the workplace. For women, starting and raising families has been the norm, but with the aging population, women are increasingly taking time out from their career and the workplace to care for elderly parents and in-laws. Due to the greater tendency for women rather than men to take these roles, female employees are labeled as “riskier” employees (Cabrera & Thomas-Hunt, 2007). And because organizations mitigate all kinds and levels of risk – including risk from employees, they in turn limit the ascent of women up the corporate ladder and return to the workplace.

In terms of the perception of fairness in the workplace and female employees, it is somewhat surprising that women either do not see the workplace as unfair or that they choose to ignore it. In fact, women tend to not feel deprived despite an objectively underpaid status. And, women often fail to prompt attempts to redress these inequities, including those that directly affect them (Greenberg, 2002). This non-reaction may be in part because women have lower comparison standards for pay or work than do men (Greenberg, 2002). As individuals are theorized to adjust their own or the comparison of another’s’ actual or perceived inputs or outcomes in order to change unpleasant inequitable states to more pleasant equitable ones, women may be purposefully comparing themselves to other women rather than their equally qualified and positioned male counterparts; therefore continuing to expect that they will be paid lower than what is fair and equitable (Greenberg, 2002).

In the end, there are numerous factors that can contribute to the exit of women from the workplace – rather than simply chalking it up to a lack of their commitment or engagement. Unfortunately, workplace reality will continue to be unfair to women as long as they remain incorrectly perceived as “risky business”.

Cross-Cultural and Race Issues

In addition to the plight of women, organizations must better prepare for and react to the external environment and internal workplace which are becoming increasingly competitive, global and heterogeneous. Drastically different perceptions of fairness in the workplace exist due to varying cultural definitions of fairness within groups and around the globe. Therefore, establishing and improving levels of employee engagement across multiple cultures may require tactics that are quite different from what has been successful in North America and Europe.

While further research is needed to determine the cross-cultural effects on employee engagement and fairness in the workplace, some inferences can be drawn from past research. One of Hofstede's dimensions of culture is power distance. James (1993) contends that power distance influences perceptions of fairness and tolerance to unfairness. Therefore, varying dimensions of power distance may affect levels of employee engagement. Additionally, the Social Identity Theory (SIT) originally developed by Tajfel and Turner (1979), may help to explain why groups in societies often display prejudice to one another. In relating SIT to power distance and perceptions of fairness - it can be argued that individuals and groups may have an inherent need to compete against rivals, and outperform them, in order to boost their own level(s) of self-esteem. Members of different groups often view each other in disparate ways. These actions will undoubtedly lower and possibly destroy any existing levels of employee engagement.

Organizations must ensure that they create and promote an inclusive and open workplace environment. Again, perceived support is essential to employee engagement and is critical in diverse environments. Minority groups often report lower levels of perceived support in the workplace and therefore, are more susceptible to lower levels of employee engagement. This can affect both individual and organizational outcomes; the less engaged employee may find it difficult to achieve organizational and personal success. Jones & Harter (2005) found that "at low levels of engagement, members of different-race dyads report a lower tendency to remain with their organization for at least one year than members of the same-race dyads." This does not mean that organizations should not have different-race dyads, but rather that the dyads are present in an environment of support, increasing the level of employee engagement and decreasing the potential for turnover. The use of Affinity groups in an organization can assist with promoting inclusion and increasing perceived and actual levels of support. Affinity groups have been found to help attract and retain diverse employees. It would not be surprising if with further research they will also be found to increase levels of employee engagement.

Possible Outcomes of Unfairness in the Workplace

Employees who perceive unfairness in the workplace may exhibit varying degrees of negative behavior. However, because employees are individuals and the circumstances surrounding each employee and situation can and will differ greatly, reactions and outcomes to unfairness are not predictable.

It is possible, that at least temporarily; employees will change their behavior, attitude or both in a negative manner, thereby lowering production and performance levels. Employees may also show signs of withdrawal behavior resulting in absenteeism or by leaving the organization. High turnover rates are a sign of employee attitude, intentions specific to distributive justice and low levels of engagement. Other negative behaviors may include, but are in no way limited to; employee theft and workplace aggression. Additionally, an organization cannot ignore that employees may communicate their perceptions of unfairness with other individuals both within and outside of the organization.

In theory, an employees' level of engagement may be able to counter negative behavior. Engaged employees may be better equipped to handle unfairness in the workplace, cognitively reevaluating the workplace in order to "excuse" injustice more effectively than non-engaged employees. It is also possible that engaged employees who have a perceived level of unfairness may become less engaged, in addition to, or in replace of exhibiting negative behaviors. Ideally, but very unlikely, employees who perceive a level of unfairness in the workplace will simply choose to ignore or rationalize the unfairness and continue to be happy, productive employees.

Increasing Employee Engagement and Fairness in the Workplace

There are numerous steps an organization can take to increase levels of employee engagement and fairness in the workplace. A few examples are listed below; however the list is far from exhaustive. The most important aspect to note is that as the levels of reported involvement employees have throughout the employment life cycle increases (or in other words, the number of touch-points affected), the higher the reported levels of employee engagement and fairness.

For example, five procedural components, (thereby reinforcing the notion of procedural justice), specific to job evaluation were identified by Greenburg (2002) that can be easily incorporated by the organization. 1) Soliciting for and using input from others prior to evaluation, 2) Using two-way communication during the information gathering process, 3) Allowing the employee to have the ability to challenge/rebut the evaluation, 4) Rater familiarity with the ratees' work and 5) Consistent application of standards across the organization (Beugré, 1998).

Simply using rater diaries for performance evaluation decisions greatly enhances the ratees' perceived level of fairness. The diary also helps to ensure that information used for the evaluation is not simply the most recent – which is often what is most easily recalled and used by the rater. Additionally, any element of self-appraisal by the employee is likely to increase the perceived level of fairness of the evaluation (Beugré, 1998).

In terms of compensation and benefits, allowing employees to participate in the setting of their own wages may seem somewhat outlandish, but it can be an effective way to promote an employees' belief in the fairness of those wages. As pay systems reflect the distribution of outcomes and distributive justice; organizations should ensure full-disclosure of the employee pay plan or at the very least, limit the level of secrecy. The ability to offer "cafeteria-style" benefits can not only assist the organization in reducing its overall costs, but the employee is then able to be involved in the decision-making process and is able to better understand the costs to both him/herself and the organization.

Organizations will undoubtedly find it quite difficult to incorporate employee involvement in all aspects of its internal and external operations. Therefore, at the very least, they should incorporate and leverage effective communication and frequent feedback throughout all touch-points of the employment life cycle – from start to finish. Both essential elements greatly contribute to both employee engagement and fairness in the workplace.

Conclusion

There are many opportunities for further research to explore the link between employee engagement and fairness in the workplace. Justice, trust, perception and risks are only a few pieces of a greater puzzle; and their roles are can be made clearer.

There is little doubt that employee engagement can be strengthened by fairness and its related elements, just as employee engagement can be weakened by unfairness and the like. As both the workforce and the workplace evolve, organizations may find that in order to win the “war for talent,” they must first win the battle for employees’ hearts.

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Shore, L., Barksdale, K. & Shore, T. (1995). Managerial perceptions of employee commitment to the organization. *Academy of Management Journal*. 38 (6): 1593 - 1615

Annotated Works Cited

Axelrod, R. (2000). *Terms of engagement: changing the way we change organizations.*
San Francisco, CA: Berrett-Koehler Publications.

Abstract: Terms of Engagement provides a roadmap for creating meaningful, repeatable and sustainable change. In his Foreword, the author asserts that his "is the first book to challenge the widely accepted change management paradigm. It provides leaders at all levels of the organization - all those who initiate, design, and implement change - with a set of principles for bringing about change in a turbulent world. It is not a methodology, nor is it a set of techniques; rather, it is a set of principles that everyone can fall back on when faced with new and different situations." Problems with the current change management paradigm are identified, four principles for producing an engaged organization are introduced as are insights and suggestions to assist the reader with the "Getting Started" phase of the process and finally, a valuable analysis of eight specific issues on the engagement paradigm.

Beugre, C. (1998). *Managing fairness in organizations.* Westport, CT: Quorum Books.

Abstract: This book outlines the concept of organizational justice and refers to perceptions of fairness within organizations. With new research on fairness in organizations, scholars in organizational behavior, industrial/organizational psychology, and managers are provided with practical orientations on how to create fair working environments. The book goes through perceptions of unfairness which have been related to negative attitudes and behaviors such as employee theft, lack of commitment, lawsuits, and recently aggressive behaviors in the workplace. On the other hand, perceptions of fair treatment have been related to positive outcomes such as employee commitment, trust, and cooperation that are conducive to organizational performance.

**Bryner, J. (2007). Women want shorter work days. *LiveScience.com* Mar, 22 2007. Accessed at:
<http://www.livescience.com/humanbiology/070322_work_hours.html>**

Abstract: This article briefly discusses an analysis made of recent labor statistics in relation to women's participation in the labor force. Several factors are examined as reasons why more women desire shorter work days including responsibilities outside of the workplace.

Cabrera, S. & Thomas-Hunt, M. (2007). *Risky business: a theoretical model applied to the advancement of executive women.* Cornell University.

Abstract: The authors propose a theoretical model delineating the process underlying the advancement of executive women in U.S. corporations. Central to the model are assessments of risk made by organizational gatekeepers. Using the model, the authors consider how candidate gender affects risk assessments and how gender contributes across careers to who advances to C-suite.

Carr, S. et al. (1997). Development through educational collaboration: facilitating social equity. *Higher Education Policy.* 10: 81-91.

Abstract: Joint research on applied issues such as expatriate-host national pay inequities, ambivalence towards workplace achievement, and psychological influences on charitable behavior are discussed in this

article. Practical recommendations are presented concerning community development, stress management, and poverty reduction, each of which may in turn inform higher education policy.

Colquitt, J. (2001). On the dimensionality of organizational justice: a construct validation of a measure. *Journal of Applied Psychology*. 86 (3): 386 – 400

Abstract: This study explores the dimensionality of organizational justice and provides evidence of construct validity for a new justice measure. Confirmatory factor analyses supported a 4-factor structure to the measure, with distributive, procedural, interpersonal, and informational justice as distinct dimensions. Structural equation modeling also demonstrated predictive validity for the justice dimensions on important outcomes, including leader evaluation, rule compliance, commitment and helping behavior.

Colquitt, J. et al. (2001). Justice at the millennium: a meta-analytic review of 25 years of organizational justice research. *Journal of Applied Psychology*. 86 (3): 425 - 445

Abstract: A meta-analytic review of 183 justice studies was conducted and the results suggest that although different justice dimensions are moderately to high related, they contribute incremental variance explained in fairness perceptions. Additionally, the article discussed the overall and unique relationships among distributive, procedural, interpersonal, and informational justice and several organizational outcomes.

Frank, F., Finnegan, R. & Taylor, C. (2004). The Race for Talent: Retaining and Engaging Workers in the 21st Century. *Human Resource Planning*. 27 (3): 12 - 26

Abstract: This article discusses major changes beginning to occur in today's workplace. Additionally, new strategies that go well beyond traditional solutions hold much promise in the effort to keep and engage well-performing employees. While employee retention is king; employee engagement is not far behind. CEOs of the nation's fastest growing companies overwhelmingly cite retention of key workers as the most critical factor to plan for in the next year ahead.

Folger, R. & Cropanzano, R. (1998). *Organizational justice and human resource management*. Thousand Oaks, CA: Sage Publications.

Abstract: This book reviews the theoretical organizational justice literature and explores how the research on justice applies to various topics in organizational behavior, including personnel selection systems, performance appraisal, and the role of fairness in resolving workplace conflict. The book concludes with a chapter highlighting those topics that represent promising future directions for research.

Greenberg, J. (2002). *The quest for justice on the job: essays and experiments*. Thousand Oaks, CA: Sage Publications.

Abstract: The Quest for Justice on the Job is a collection of influential, previously published writings by one of the pioneers of the organizational justice literature, Jerald Greenberg. The author's stated objective is to provide an overview of the field from the perspective of one of its "proponents." The seventeen writings include both conceptual and empirical papers.

Insightlink Communications. (2005). Employers and Employees - Making the Marriage Work: The Importance of Employee Commitment. Accessed at: <http://www.insightlink.com/employee_commitment.html>

Abstract: The first in a 4-part series on the "4Cs" of employee satisfaction. This article reviews what Insightlink believes to promote employee engagement and discusses the importance of the factors and policies behind the 4Cs model of employee satisfaction; Commitment, Culture, Communications and Compensation.

Jones, J. & Harter, J. (2005). Race effects on the employee engagement-turnover intention relationship. *Journal of Leadership and Organizational Studies*. 11 (2): 78 – 88.

Abstract: This paper reviews extant research findings on employee engagement before outlining and testing potential differences in the relationship between engagement and intent to remain with the organization based upon variations in the racial composition of the supervisor-employee dyad. At low levels of engagement, members of different-race dyads report a lower tendency to remain with their organization for at least one year than members of the same-race dyads; at high levels of engagement, intent to remain was greater for members of different-race dyads.

McFarlin, D. & Sweeney, P. (1992). Distributive and procedural justice as predictors of satisfaction with personal and organizational outcomes. *Academy of Management Journal*. 35 (3): 626 - 637

Abstract: This research paper notes that distributive justice was found to be a more important predictor of two personal outcomes, pay satisfaction and job satisfaction, than procedural justice, whereas the reverse was true for two organizational outcomes – organizational commitment and subordinate's evaluation of supervisor. However, procedural and distributive justice also interacted in predicting organizational outcomes. Limitations and directions for future research are discussed.

Saks, A. (2006). Antecedents and consequences of employee engagement. *Journal of Managerial Psychology*. 21 (7): 600 – 619.

Abstract: This article outlines a ground-breaking study to test a model of the antecedents and consequences of job and organization engagements based on social exchange theory. The results indicate that there is a meaningful difference between job and organization engagements and that perceived organizational support predicts both job and organization engagement; job characteristics predict job engagement; and the procedural justice predicts organization engagement.

Schappe, S. (1998). Understanding employee job satisfaction: the importance of procedural and distributive justice. *Journal of Business and Psychology*. 12 (4)

Abstract: This article analyzes the importance of perceived fair treatment and its effect on employee job satisfaction. Hierarchical regression analyses reveal that structural procedural justice, interpersonal procedural justice, and distributive justice each accounted for significant unique variance in employee job satisfaction. In addition, when job satisfaction was regressed on all three types of organizational justice,

all three justice perceptions significantly predicted job satisfaction. However, interpersonal procedural justice and distributive justice were more strongly related to job satisfaction with distributive justice having the strongest relationship of the three fairness perceptions.

Sheppard, B., Lewicki, R. & Minton, J. (1992). *Organizational justice*. New York, NY: Lexington Books.

Abstract: This book is a treatise to provide a synthesis of existing organizational justice theory and also address the “OK, so now what?” question that will afford access for managers attempting to apply the theory. The book provides a useful guide for both scholars and managers in evaluating the potential viability of various organizational justice systems. The book is divided into four sections: 1) introduction, 2) psychological theory of organizational justice, 3) applications and 4) directions for future research.

Shore, L., Barksdale, K. & Shore, T. (1995). Managerial perceptions of employee commitment to the organization. *Academy of Management Journal*. 38 (6): 1593 – 1615

Abstract: This article presents a model that incorporates antecedents and outcomes of measures of manager-rated employee affective and continuance commitment. The results indicated that organizational citizenship behavior predicted manager-rated affective commitment, whereas side bets predicted manager-rated continuance commitment. Affective commitment was positively and continuance commitment negatively related to a variety of outcomes, including managerial potential and promotability.

Questions for Discussion

What can organizations do to change the perception of women as “risky business”?

What innovative policies and procedures are being successfully implemented to increase the perception and level of fairness in the workplace?

Are organizations doing enough to ensure that policies and procedures are being implemented fairly across all levels? If not, what should they be doing? Do lower level and minority employees have “the right” to distrust the organization?

How can employee engagement be used to improve perceptions of fairness in the workplace?