Impact of Organizational Justice, Organizational Support on Employee Engagement-Case of 5 Companies in China

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Abstract

This paper aims to help Chinese enterprises better understand the importance and impact of organizational justice and organizational support on employee engagement. Three research objectives are drawn, relevant previous studies on organizational justice, organizational support, and employee engagement lay a theoretical foundation, and a conceptual framework is derived for this study. The questionnaires were developed, and the quantitative research methodology was applied. The researcher used the convenience sampling technique to collect the primary data for this study. The data were collected anonymously from five companies based in Beijing, China. SPSS and SMARTPLS analysis tools are mainly used to verify and analyze the survey data.

The findings indicate that organizational justice and support positively impact employee engagement. Thus, the enterprise recommended following the principle of fairness and reasonableness when formulating various systems, strengthening the sense of organizational support for employees, and letting employees realize that they have received fair treatment and due respect and recognition to improve their dedication and bring high benefits to the enterprise. This study mainly focuses on self-evaluation to measure various scales, which may have a particular impact on the measured data, so the representativeness of the data needs further study. This research has further enriched the theories of organizational justice, organizational support, and employee engagement and has specific theoretical contributions.

Keywords: organizational justice, organizational support, employee engagement

Background and significance of the problem

In recent years, many Chinese enterprises have reflected that employee engagement is relatively low, and employee engagement has a very important impact on enterprises. In addition, after COVID-19, the voluntary turnover rate of employees has increased, and the demand for caring for work, health, and family increased. These are the performance trends of employees that enterprises cannot ignore today. The loss of key talents will damage the employer's brand and cause huge cost losses to the enterprise. To attract and retain key talents, enterprises should meet employees' expectations for more equitable organizational distribution and interaction and try their best to provide organizational support that can make employees more focused and willing to devote themselves to their work.

According to the results of previous relevant research and surveys, many Chinese enterprise managers do not pay enough attention to the issues of organizational justice and organizational support and rarely take relevant measures to improve employees' sense of organizational justice and organizational support. Once the organization makes employees feel unfair and obtain low organizational support, employees' satisfaction with the enterprise will be lower, which is prone to negative emotions, job burnout, and turnover intention, which seriously affects the enterprise's internal stability and healthy development. Research objectives

Employee engagement and its influencing factors, organizational justice, and organizational support play instrumental roles in achieving the goal and target. With the understanding that enterprises realize the importance of organizational justice and organizational support for improving employee engagement to strengthen the importance of organizational justice and organizational support, improve employee engagement, and improve the competitive advantage of enterprises. Thus, the objectives of this study are as follows:

1) To determine the effect of organizational justice on organizational support.

2) To examine the effect of organizational support on employee engagement

3) To investigate the effect of organizational justice on employee engagement.

Research hypothesis

From the above research conceptual framework Therefore, hypotheses can be formulated for research as follows

H1: Organizational justice has a positive impact on organizational support.

H2: Organizational support has a positive impact on employee engagement.

H3: Organizational justice indirectly affects employee engagement through organizational support.
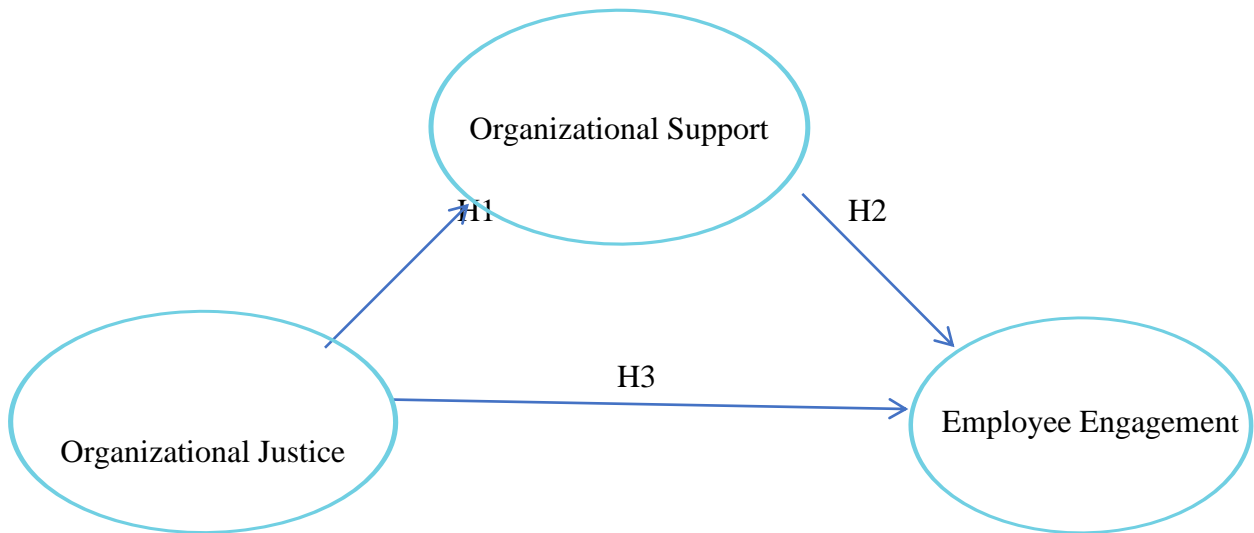
Conceptual Framework

With reference to relevant research results at home and abroad, this research takes Chinese IT enterprises as the research background and knowledge workers among them as the research object to study the relationship between organizational justice, organizational support, and employee engagement.

This paper combs the relationship between organizational justice and employees' work attitude at home and abroad and finds that organizational justice affects employees' psychological levels and impacts employees' work attitudes and behavior. According to fairness theory, organizational justice can directly affect employees' work performance. It is also one of the important factors for employees to make all their physical and mental efforts in the enterprise. With the development of society, knowledge workers have gradually become the main force of social and economic development. They pursue a more respectful, fair, and equal working environment.

The higher the employees' awareness of organizational justice, the more they identify with the organization. According to the theory of expected value, employees believe that the value of the tasks assigned by the organization meets their expectations, and the greater the possibility of completing the tasks, the stronger the motivation to complete the tasks, the more likely and even easier to achieve the goals, which will also give greater incentives to employees, and employee

engagement will also increase. Maslow's hierarchy of needs theory shows that when people's physiological and security needs are met, they will naturally seek higher spiritual needs, hoping to achieve self-growth and development and realize self-value. When enterprises actively care more about the work process of employees and provide timely work support, the sense of belonging of employees will be enhanced, encourage employees to give feedback on the affirmation and recognition given by the organization with a more positive attitude or behavior, thus generating higher organizational loyalty and participation. Based on the above theoretical research and analysis results, this study will verify whether organizational justice and organizational support positively impact employee engagement. Based on the literature review and analysis of the above three variables, the theoretical research model of this paper is proposed, as shown in Figure

The Conceptual Framework of the Study

Source: Sort out from this paper

Population and Sampling

Population

The population of this study is employees from five China's companies: knowledge-based IT enterprises in Beijing, China

Sample

A convenience sampling technique is applied. According to the preliminary sample information in the table below, there are 503 respondents, including 259 males, accounting for 51.5%, and 244 females, accounting for 48.5%. The age is mainly from 21 to 30 years old, a total of 248 people, accounting for 49.3%, followed by 31 to 40 years old, a total of 160 people, accounting for 31.8%. The education background is mainly college education, accounting for 49.5% of the total 249 people, followed by undergraduate education, accounting for 43.3% of the total 218 people, 32 people with a master's degree or above, accounting for 6.4%, and only four people with high school education or below, accounting for 0.8%.

Design of Study

In this study, online questionnaires were distributed. The questionnaire design used a five-linkert scale as the measurement index, and the values of 1 to 5 indicated the degree of very disagree to agree very. From October 2022 to December 2022, this research conducted a questionnaire on the questionnaire star platform, widely used in China as an electronic questionnaire. The research object is the knowledge workers from five enterprises in Beijing, China. The respondents responded with the most suitable structural items. Five hundred fifty (550) questionnaires were distributed, and 503 valid questionnaires were statistically recovered.

Research Methods The researcher has chosen companies in Beijing, China, as its study areas and targets. The researcher requested his friend circle for their support in this study. Five companies were willing to support this research and complete the study. However, none were willing to disclose their company information because of their company's confidentially and privacy policy Therefore, in this paper, the Researcher names these five companies as Company 1, Company 2, Company 3, Company 4, and Company 5.

Research Instrument The experimental data of this study is mainly distributed and collected through questionnaires. The questionnaire in this paper includes four sections. The first section is the basic information about the investigated individuals, including their gender, age, and education level. The second section is the specific questions that reflect and measure the variable of organizational justice, a total of 9 questions. The third part is the specific questions that reflect and measure the variable of organizational support, a total of 9 questions. The fourth part is about the specific questions about the variable of employee engagement, with five questions. In order to make the scale fit the research purpose and ensure the reliability and validity of the scale, the scale design of this study is based on the mature research of domestic and foreign scholars in this research field and the use of Likert's five-level scale, to represent very disagree, disagree, general, agree， very agree. These scores reflect the views and attitudes of the test subjects on different issues and require the test subjects to fill in according to their experience.

Findings

Objective 1: Investigate the relationship between organizational justice and organizational support. The research results of this goal show that the higher the organizational justice in their work, the stronger their sense of organizational support. On the contrary, the lower the employees'

sense of organizational justice in their work, the lower their sense of organizational support. Therefore, enterprises can enhance employees' sense of organizational support by improving their sense of organizational justice. The allocation of resources can meet the employees' requirements for fairness. In that case, the employees will think that this is a reflection of fairness, and they will rely on the organization and identify with it if it supports them. The results of the organization's allocation of resources should fairly reflect the efforts and efforts of employees so that employees can feel the organization's recognition and be treated fairly, and thus will feel the organization's support. The enterprise treats its employees with an objective and fair attitude. Employees will feel the concern of the organization's family. In their view, the organization recognizes itself. Their existence and contribution are irreplaceable to the organization. These thoughts and feelings will strengthen employees' perception of organizational support, and then organizational support will further affect employees' behavior at work.

Objective 2: Investigate the relationship between organizational support and employee engagement. The empirical results of this study confirm that organizational support has a positive impact on employee engagement. This means that the higher the degree of organizational support, the higher the employee engagement. Organizational support has a significant impact on employee engagement. Organizational support is a feeling that employees care about their interests and recognize their values. As a member of the enterprise, employees are eager to be valued, cared for and supported by the organization, thus forming a strong sense of organizational support.

According to the expected value theory, if employees can fully feel the importance, care, recognition, and other support given by the organization, they will be more willing to take the initiative to pay, more able to stimulate their enthusiasm for work, more efficient, more committed, better play their potential, better complete their work, full of responsibility for the organization,

and show a strong sense of loyalty and belonging, This sense of loyalty and belonging will produce a higher degree of engagement and strive to achieve high performance, which will be very conducive to the long-term development of the organization.

Objective 3: Investigate the relationship between organizational justice and employee engagement. On the basis of previous scholars' research, this paper studies the relationship between organizational justice and employee engagement by combining equity theory and the hierarchy of needs theory. The results show that organizational justice has a positive impact on employee engagement. In other words, in Chinese enterprises, if employees perceive organizational justice more, their engagement will be higher. The research of Chinese scholar Qiquan (2008) shows that in today's society, people are increasingly concerned about whether they are respected and treated fairly. Therefore, when employees are treated equally and fairly in the organization, they will think that the organization is fair, thus creating a sense of dependence and trust in the organization and striving to repay it with practical actions. Pingbian et al. (2011) pointed out that if the organization does not provide positive feedback on employees' hard work, employees cannot make commitments such as loyalty. It can be easily seen that organizational justice has an important impact on employees' attitudes and behaviors. The fairer the organizational environment, the more respected employees will be. The more practical and hard employees work, the higher their efficiency and enthusiasm and their engagement. In other words, organizational justice will affect employee engagement. This conclusion is consistent with the existing research on the relationship between organizational justice and employee engagement.

Discussion

According to the above research conclusions, the three research hypotheses proposed in this paper have been verified. Employee engagement is the key factor to enterprise success and is crucial to the development of the enterprise. Employee engagement can enhance the competitive advantage of an enterprise. However, there are few studies on the relationship between organizational justice, organizational support, and employee engagement. This shows that enterprises have not fully realized the importance of employee engagement and the significant impact of organizational justice and organizational support on employee engagement.

Enterprises could fully realize that the higher the employee engagement, the more it can help enterprises retain employees and reduce personnel turnover. If the employee's engagement is low, the turnover rate will also increase. The loss of experienced, skilled, and diligent employees will bring huge losses to the enterprise. In addition, once employees leave, enterprises will face problems such as re-recruitment and training of employees, which will undoubtedly increase additional costs for enterprises in terms of economy and time. Highly engaged employees are enthusiastic about their work and may stay on the job longer. On the contrary, employees lacking work enthusiasm and motivation and low engagement are more likely to suffer from burnout and high absenteeism. Enterprises need to recognize the important impact of employee engagement on

Recommendations

1 Recommendation for Companies

1.1 Establish a Fair Salary System

According to the equity theory, people's enthusiasm for work is not only affected by the total remuneration they receive but is, more important, by their relative remuneration. This relative

remuneration refers to the comparative value between the labor paid and the individual remuneration. Labor includes physical and mental consumption, technical level and ability, length of service, and working attitude. Remuneration includes salary, bonus, promotion, reputation, and status. In an enterprise, whether employees receive fair and reasonable remuneration after their labor, whether their income can rise, and whether they have good career development opportunities will affect employee engagement.

1.2 Actively Provide Organizational Support

Enterprises should provide employees with all kinds of support, such as work support and interest concern. When the Party organization supports employees in work and protects their interests in life, employees will naturally contribute their best to the organization. The organization allows employees to effectively use various resources provided by the enterprise to help them maximize their ability to achieve their work goals so that employees can continuously realize their self-worth in work, their psychological satisfaction will be delighted, their engagement will be higher and higher, and employees will be more willing to contribute their strength to the organization.

1.3 Provide Training and Learning Opportunities for Employees

According to the hierarchy of needs theories, people's needs gradually develop. Today, people's needs are mainly high-level: respect and self-realization. Nowadays, the level of social economy and material life is constantly improving. People no longer only pursue physiological needs and satisfaction. People's needs have shifted from material needs to self-realization needs, a sense of belonging, and achievement needs. An enterprise wants to retain high-quality talents. In that case, it can meet employees' needs for self-realization through effective employee training, improve employees' sense of belonging and achievement, increase their sense of gain and

happiness, and thus improve their loyalty and engagement to the enterprise. When the company conducts employee training, it should combine the training with people's needs according to the characteristics of the company's personnel and fully consider the needs of employees. Strengthen the construction of corporate culture, create a good learning atmosphere and a comfortable working atmosphere, fully mobilize employees' enthusiasm, stimulate their creativity, and help employees realize their self-worth.

2. Recommendation for Human Resource Management

2.1 Establish a Fair Promotion System

Every employee in the enterprise hopes to be promoted, gain a larger stage, and fully release their potential. However, due to limited positions, it is difficult to meet everyone's promotion needs, but enterprises should put effort into building a relatively fair promotion system. In the promotion process of employees, the human resources department of the enterprise should adhere to the principles of fairness, impartiality, and openness as much as possible. It should pay attention to employees' work results and the work process with employees, combine the process with the results, and take careful consideration. A fair and reasonable promotion system can effectively motivate employees, form healthy competition among employees, and jointly promote the joint development of organizations and individuals. The fairer the promotion system, the higher the employee's engagement. When establishing the promotion system, we should first follow the principle of equal opportunity so that every employee has a way to promote. Secondly, we should follow the principle of having both ability and moral integrity. In addition, the principle of democratic supervision should also be followed. In order to ensure the appointment of talents and

fair competition, the quality of the main responsible persons of the enterprise should be relied on, and the necessary democratic supervision system should be relied on.

2.2 Establish a Reasonable Incentive System

The human resources department can establish a scientific incentive mechanism, which can have a better effect on employee engagement. To a great extent, certain incentives can enable employees to gain a sense of identity. The company can set up special funds to encourage outstanding employees, give certain rewards to those who have done outstanding work, encourage employees to learn from these outstanding people, and give priority to these benchmarks when organizing selection and selection, and the incentive should be carried out promptly. The incentive methods and contents should be diversified. The combination of material and spiritual incentives can not only enable employees to meet their material needs, but also help create a good organizational culture so that employees are full of pride and satisfaction. In addition, positive and negative incentives can be combined to guide and promote employees who perform well in the training process and punish those who perform poorly so that employees can be rewarded and punished to participate in the work actively. In addition, transfer incentives, honor incentives, demonstration incentives, and other incentive methods can also be combined to mobilize employees' enthusiasm in many ways to stimulate their work enthusiasm and employee engagement.

2.3 Pay Attention to Employees' Mental Health

The Human Resources Department of the enterprise should pay more attention to employees' mental health. Building a relaxed and happy working environment for employees as much as possible creates an enterprise atmosphere conducive to employees' mental health. The Human Resources Department of the enterprise should let employees learn to handle the

relationship between work and family properly, let employees dialectically view, correctly handle, and calmly control the relationship between work and family, understand that they are a member of their family, and shoulder the responsibility of the family, so that employees can have a warm, happy and harmonious family, and can better devote their energy to work.

In addition, the HR Department should also help employees to find a balance between work and life. Once a person enters the workplace, he is like a spinning top, which seems never to stop. However, everything must be done correctly. Even if one is busy, one should adjust measures to local conditions, act according to ability, relax and relax properly, and remain flexible. Otherwise, the overloaded operation all day will lead to toil and fatigue, leading to illness and future trouble.

3 Recommendation for Employees

3.1 Establish a Sense of Ownership

Employees should have a deep understanding of the leader's work arrangement, establish a sense of ownership, take the initiative to complete their work, actively cooperate with other colleagues when they need help, and have the courage to assume work tasks and responsibilities. Employees should take the initiative to cultivate the awareness that "the company is my family and development depends on everyone" and take the tasks assigned by the company as their own business. Carry forward "one family, one mind, one strength, one goal," care about and help colleagues around with the warmth of home, and learn and progress with colleagues. We will advance and retreat together with the enterprise, share honor and disgrace, constantly improve personal quality, and realize the social value and self-worth of life.

3.2 Give Full Play to Your Potential in Work

In daily work, employees should make rational and efficient use of all kinds of favorable resources provided by the organization, actively create a working environment conducive to their own, give full play to their subjective initiative and intelligence, try to seize every opportunity to make progress, reasonably deal with various problems encountered in work, make continuous progress in work, enhance their strength, and create value for the organization at the same time, Make your self-worth realized.

3.3 Actively Participate in Various Training Provided by Company

With the rapid development of modern society, as individuals in society, they must also strengthen self-learning. However, many employees in enterprises have no correct understanding of employee training organized by enterprises. Many employees think the company arranges their training because they do not recognize their work or ability. Therefore, when receiving the training arranged by the company, they have some psychological burden and have a wrong understanding of the training, which affects the training effect. In addition, some employees think that training may delay their work or affect their life. After training, they cannot change their work performance or be promoted or paid more. It is better not to train. The company can create a learning cultural organization to make employees realize that training can not only promote the development of the enterprise but also enable them to adapt to the needs of society and enterprise changes constantly.

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