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**ABSTRACT**

*This study addressed the relationship between procedural justice and employee engagement in food and beverage manufacturing firms in Rivers State, Nigeria. The study adopted a cross sectional survey research design. Primary data was collated using self-administered questionnaire. The population for this study was 1614 employees from the 6 registered food and beverage companies in Rivers State listed on the Manufacturers Association of Nigeria (MAN) 2018 Rivers/Bayelsa directory. A sample size of 134 was determined using the Taro Yamen sample size formula. The reliability of the instrument was achieved by the use of the Cronbach Alpha coefficient with all the items scoring above 0.70. The hypotheses were tested using the Spearman Rank Order Correlation with the aid of the Statistical Package for the Social Sciences version 23.0. The study findings revealed that there is a significant relationship between procedural justice and employee engagement in food and beverage manufacturing firms in Rivers State. The study recommended that food and beverage manufacturing firms should adopt and emphasise on clarity in procedures and protocols concerned with events or functions such as salary payments, career growth, transfers e.t.c, was imperative. Organizations should be transparent and detailed in line with their decisions and their intent towards their staff.*

**Keywords:** *Procedural Justice, Employee Engagement, Food and Beverage Manufacturing Firms*

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## INTRODUCTION

Organizations within the Nigerian manufacturing sector are today grappling with new challenges as they strive to remain competitive and relevant. These include heightened financial turbulence, increased performance pressures, advancements in technology, growing workforce diversity, and the current trend of globalization of business (Adenikinju, 2006). Tybout (2000) identified the sector as profoundly riddled by various impediments stemming primarily from poor support and inconsistency in related policies as well as high level competition from international competitors. Concerned parties are increasingly affirming that a unique competitive advantage resides in manufacturing organization's human resources: All other potential competitive resources (technology, capital, and products) can be either bought, adapted or replicated (Burke & Cooper, 2005). Hence, there is the need for organizations to unleash the talents and drive of their staff through their engagement and actual presence in their work (Burke & Cooper, 2005; Leiter & Bakker, 2010).

Employee engagement has emerged as one of the most prominent positive organizational concepts, particularly within managerial studies and organizational behaviour (Leiter & Bakker, 2010). The concept has received increasing research attention over the last decade, reflecting this emphasis (Schaufeli & Bakker, 2004). Engaged workers are viewed as energetic, and are emotionally and physically attached to their roles and the organization itself (Leiter & Bakker, 2010). It is a persistent and broad affective-cognitive state.

Schaufeli and Bakker (2004), consider employee engagement as a positive, fulfilling work-related state of mind that is characterized by vigour, dedication, and absorption. Vigour is characterized by high levels of energy and enthusiasm in work. It is the willingness to invest energy in one's work and also reflects persistence in difficult times; dedication is characterized by high levels of work involvement and

feelings of pride and challenge from one's work; while absorption is characterized by deep concentration and focus in one's work, with the sense that time passes quickly and one is reluctant to leave their work.

Employee engagement is considered as being associated with factors such as a sustainable workload, flexibility, control, recognition, reward, a supportive workplace, fairness, justice, and meaningful as well as valued work (Saks, 2006). Based on a survey conducted in thirty-two countries, Frank, Finnegan and Taylor (2004) listed the factors that most impacted on employee engagement as fairness, care and concern for employees, and trust (Frank, *et al*, 2004). Fairness aims to make the work environment or workplace better and comprises of adequate pay, benefits, recognition, reward and opportunities. The position is that if an organization treats its employees well, they will give back as much or more with regards to physical and emotional presence on the job (Insightlink, 2005). According to Frank *et. al* (2004), the demonstration of fairness through a strong and clear organizational justice system has a strong positive effect on factors such as commitment, satisfaction and engagement to the organization, while negatively affecting turnover intention.

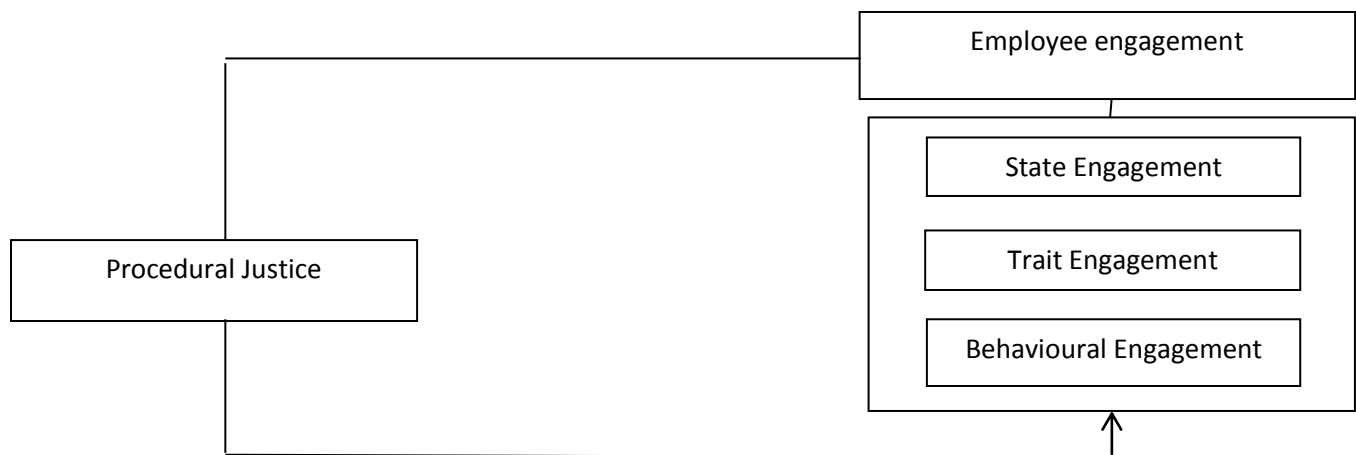
Justice perceptions can influence employee attitudes and behaviour for good or ill, in turn having a positive or negative impact on individual, group and the entire organization's performance and success (Baldwin, 2006). Empirical evidence supports the notion that an employee's perception of organizational justice affects their attitude toward the organization (Konovsky, *et al*, 2000). If the perception of organizational justice is positive, individuals tend to be more satisfied and committed to their job (McFarlin & Sweeney, 1992). Organizational justice impacts on employees in organizations since they are the subject of work place decisions virtually every day of their organizational lives (Cohen *et al.*, 2001). Some

of these decisions deal with the salaries individuals earn the projects or programmes they implement while others deal with work place interactions. The importance of those consequences causes individuals to judge the decision making they experience from a justice perspective (Colquitt, 2001). According to Baldwin (2006) the term organizational justice refers to the extent to which employees perceive workplace procedures, interactions, and outcomes to be fair in nature. He concluded that these perceptions can influence attitudes and behaviours of the employees.

Current literature on organizational justice identifies four different constructs; distributive justice, procedural justice, interpersonal justice and informational justice (Colquitt, Greenberg, & Zapata-Phelan, 2005). Distributive justice is the justice of an employee which he perceives as a result of comparing the commitments he makes to his work and the outcomes of these such as rewards, duties and responsibilities, compared to the commitments the other employees make and the outcomes of them (Colquitt, 2001). Procedural justice implies that, while evaluating the fairness of the organizational decisions, employees are not only interested in what these decisions are but also with the processes which

determine these decisions (Folger & Cropanzano, 1998). Interpersonal justice refers to people's perceptions of the fairness of the manner in which they are treated by those in authority during the enactment of organizational procedures (van den Bos & Lind, 2002) while informational justice refers to people's perceptions of the fairness of the information used as the basis for making a decision (Gurbuz & Mert, 2011). Each of these forms of justice has been found to have different effects on employee commitment (Colquitt, *et al.*, 2005). This study therefore examines the relationship between procedural justice and employee engagement in food and beverage manufacturing firms in Rivers State, Nigeria. Furthermore, this study was also guided by the following research questions:

- What is the relationship between procedural justice and state engagement in food and beverage manufacturing firms in Rivers State?
- What is the relationship between procedural justice and trait engagement in food and beverage manufacturing firms in Rivers State?
- What is the relationship between procedural justice and behavioural engagement in food and beverage manufacturing firms in Rivers State?



**Figure 1: Conceptual Framework for the relationship between procedural justice and employee engagement**

**Source: Author's Desk Research, 2019**

## LITERATURE REVIEW

### Equity Theory

Adams' equity theory (Adams, 1965) can be described as a model of motivation that explains how individuals strive for fairness and justice in their relationships and social exchanges. This theory proposes that perceived equity as well as perceived inequity have consequences and can be considered as motivational forces. The conditions that are necessary to produce equity or inequity are based primarily on perceptions, experiences and interpretations of events or situations. The employee's assessment of their ratio of inputs to outcomes becomes a process of social comparison in which each employee compares his or her inputs and outcomes to those of another employee (Weller, 1995). Adams (1965) describes this other person as the 'comparison other' which serves as a criterion or premise upon which assertions of injustice or justice is justified

According to Al-Zawahreh and AlMadi (2012), the equity theory is being increasingly adopted by human resource departments due to how it ensures outcomes and exchanges are fair. Equity is a major issue for Institutions, governments, labour, and industries. In any given situation, the equity theory is applicable especially given that there is usually a form of exchange; for instance, between couples, teammates, or employer and employee. In these different situations, feelings of inequity may occur. Significantly, how employees perceive transactions between them and employers may not always be in economic terms (e.g. distributive) but sometimes involves relative justice forms such as procedural or interactional justice. In certain cases, employees expect to be treated equally when compared to those of equal rank, particularly in terms of pay and recognition (Al-Zawahreh & Al-Madi, 2012).

Bell and Martin (2012) observed that feelings of inequity often led to employees adjusting how they work, which also impacts on their levels of

engagement in their work. For example, when an employee perceives to be earning less than he should, there is every tendency for him or her to feel cheated or slighted and which in most cases may impact negatively on his level of engagement in work. The other option may be to negotiate with the employer in order to match work output with reward, or as a last resort leave employment altogether. Bell and Martin (2012) point out that many organizational leaders have little idea how to communicate with employees undergoing feelings of inequity thus leading to further degenerating effects on the relationship between the parties. According to Hofmans (2012), equity theory considers organizational justice as a strong predictor of positive employee behaviour and as such a strong antecedent of employee engagement.

### Procedural Justice

Guo (2009) and Wan *et. al.* (2012), procedural justice evaluates and examines the evidence of fairness in the decision-making processes or formal policy adopted to determine the distribution of the organization's resources. This is the core distinction between distributive justice and procedural justice. Although distributive justice had received overwhelming attention from many researchers from the first 20 years after Adam's (1965) equity theory, the focus shifted to procedural justice in the mid-1970s to mid-1990s (McNabb 2009; Tam 1998). With reference to Tam (1998), the shift of focus happened because researchers had later found that people or organizations were also concern about how decisions were made decided, alongside the content of those decisions.

According to Choong (2010) and Zhang (2006), procedural justice has more to do with supervisory satisfaction, self-rated performance review, performance appraisal, commitment and job involvement. Thus, it is not surprising that one could encounter the situation where an employee may be contented with his annual pay raise (perceived

distributive justice) but not satisfied with the associated appraisal scoring because the processes and related policies were unclear to him (perceived procedural injustice). This view aligns with Fodchuk (2009) observed that procedural justice is more strongly related to organizational-level outcomes such as affective commitment, perceived organizational support etc. whereas distributive justice on the other hand is much related to personal outcome such as pay satisfaction. Fodchuk (2009) also explained from a predictive validity ground that distributive justice may be able to predict several unique outcomes but procedural justice had no predictive relationships on those outcomes.

### **Employee Engagement**

Positive psychology research led to the emergence of the term “engagement”. The evolution of the engagement model as adopted in current organizational behaviour literature can however be traced to Kahn (1990). Kahn (1990) reports through a structural equation model that engaged employees perform in roles by expressing themselves physically, cognitively and emotionally. Kahn (1990) characterises engagement constructs in employee terms as psychological meaningfulness, psychological safety and psychological availability.

Psychological meaningfulness includes task characteristics such as challenging work, creativity and an autonomous role. Kahn (1990) suggests a second antecedent is psychological safety; the ability to perform tasks without fear of losing reputation. The third antecedent is psychological availability, which depicts employee distractions from a social perspective. Kahn’s (1990) model on employee engagement provided a platform of knowledge in employee engagement to expand on contemporary engagement literature in management and organizational behaviour.

The literature concerning employee engagement poses a challenge due to the fact that there is no one universally applied definition to cover the topic of

employee engagement. According to Baumruk (2004) employee engagement has been defined within the confines of emotional and intellectual commitment to the organisation or the quantity of discretionary effort, defined by Yankelovich and Immerwahr (1984), as the voluntary effort employees provide above and beyond what is required by employees in their job (Frank *et al* 2004).

Due to the varying definitions of employee engagement, the results of different studies become difficult to examine. This is because each study may look at the subject of employee engagement through a different lens, depending on the definition they decide upon. According to Ferguson (2007), with a universal definition of employee engagement lacking, it cannot be accurately defined and thus it cannot be measured and thus managed. According to Robinson *et al* (2004), while it has been noted that employee engagement has been defined in numerous ways, a number of those definitions within their construct are similar to more established con-structural definitions relating to organisational commitment and organisational citizenship behaviour (OCB). Robinson *et al* (2004) define engagement as one step up from commitment, which begs the question, is employee engagement just old wine in a new bottle?

Saks (2006) argues that employee engagement differs from organisational commitment (OC) on the grounds that OC represents a person’s attitude and connection concerning their organisation, while on the other hand, engagement is more than an attitude, it is how psychologically, cognitively and behaviourally employed the individual is in their role, displayed by how attentive they are to their work and how absorbed the individual is in the performance of the role. Employee engagement also differs from OCB, as engagement is concerned with the passion for one’s role, while OCB is concerned with extra-role and voluntary behaviour.

Maslach Schaufeli and Leiter (2001) constructed a connection between increased job engagement and

the management of the six work-life areas. Engagement is facilitated by, a sustainable workload which challenges the individual without negatively impacting them mentally and/or physically. Individual employee's perceptions of meaning are a pre-determinant of their engagement levels and ultimately their level of performance (Holbeche & Springett 2003). Holbeche and Springett (2003) propose that employees pro-actively seek out to clarify meaning within their work, organisations need to enable this clarification to take place or the employee will become actively disengaged and is likely to leave the organisation. According to Holbeche and Springett (2003) high levels of employee engagement can only be facilitated through workplaces which are characterised by a common purpose, which links people at an emotional level and thus advances their personal hopes.

From the research carried out by Kahn (1990), it has been established that there are specific psychological states which need to be active in order for engagement to occur. However, what Kahn (1990) does not fully explain is why individuals respond to these psychological conditions in a variety of ways. Saks (2006) proposes a link between the differing reactions and resulting engagement levels in relation to the psychological states by looking through the lens of Social Exchange Theory (SET). The SET frame of reference consists of obligations which are created via a cycle of interactions between individuals/groups that operate in a condition of mutual interdependence. Under the SET, the relationship will evolve over time, with trust, loyalty and mutual commitment increasing, on the condition that the rules of exchange are not breached.

Kahn (1990), as a leader of subsequent versions of engagement research, defined engagement as, the simultaneous employment and expression of a person's preferred self in task behaviours that promote connections to work and to others, personal presence (physical, cognitive and emotional), and

active, full role performances. Schaufeli and Buunk (2003), building on Kahn's (1990) model, suggested the characterisation of employee engagement based on three dimensions of vigour, dedication and absorption. Wollard and Shuck (2011) observe that vigour is related to high levels of energy, dedication is characterised by enthusiasm and pride, and absorption is an employee's state of optimal excellence. Maslach et al. (2001) describe the state of employee engagement as one of an affective positive motivation and drive. The authors believe that engagement is the favourable representation of the required and desired work environment. Schaufeli et al. (2002) suggest that engaged employees are connected to work activities.

Probably the most important issue in defining engagement is "where to draw the line". Or put differently, what elements to include and what elements to exclude from the definition of engagement. In their seminal overview Macey and Schneider (2008) proposed an exhaustive synthesis of all elements that have been employed to define engagement. Their conceptual framework for understanding employee engagement includes: (1) trait engagement (e.g., conscientiousness, trait positive effect, proactive personality); (2) state engagement (e.g., satisfaction, involvement, empowerment); and (3) behavioural engagement (e.g., extra-role behaviour, proactivity, role expansion).

The definition adopted for this study is that employee engagement is a positive, fulfilling, work related state of mind that is characterised by state, trait and behaviour (Macey & Schneider, 2008). The authors acknowledge that these measures are expressed by employees through their investment in roles cognitively, psychologically and behaviourally (Rothmann & Rothmann, 2010). This is as employee engagement is suggested to affect organisational goals. Lockwood (2007) believes that factors of influence on employee engagement are workplace

culture, organisational communication and managerial styles of trust and respect, leadership and firm reputation.

### **State Engagement**

Engagement as a psychological state has variously embraced one or more of several related ideas, each in turn representing some form of absorption, attachment, and/or enthusiasm. Harter Schmidt and Hayes (2002) specifically equated engagement with both satisfaction and involvement. Similarly, building on the work of Lodahl and Kejner (1965), Cooper-Hakim and Viswesvaran (2005) defined job involvement “as the degree to which an employee psychologically relates to his or her job and the work performed therein and specifically equated job involvement and job commitment.

Similarly, in his review and meta-analysis of job involvement, Brown (1996) indicated that a “state of involvement implies a positive and relatively complete state of engagement of core aspects of the self in the job. Erickson (2005) is one exception who places the work people do as central to the state of engagement. In his review of transformational leadership, Bass (1999) suggested that when the self-worth of the individual is involved, higher levels of commitment to the activity (i.e., job or task commitment as opposed to organizational commitment) follow from increased levels of task engagement because a lack of commitment to the leader’s goals would be dissonant with the feelings of self-worth that follow from goal attainment. Self-engagement in this context refers to the willingness to invest effort toward task goal attainment. The difference between work as the referent of engagement and the organization as the referent of engagement is critical here, and such a distinction is even more apparent.

### **Trait Engagement**

Trait engagement is regarded as the inclination or preference to experience the work from a specific

vantage point (positive feelings such as energy and enthusiasm) which thus translates into psychological state engagement. The trait engagement is often considered a prerequisite for state engagement nonetheless, both measures differ significantly given the premise that trait engagement describes those qualities of optimism, excitement and enthusiasm one expresses in one’s disposition on the job, whereas state engagement refers to those conditions of satisfaction and fulfilment which are offered by the job. Furthermore, trait engagement is considered as entailing the workers predisposition towards the job which can be as a result of their expectations and inclinations, rather than actual experiences or encounters on the job.

**Behavioural engagement:** This is a form of employee engagement described as putting forth “discretionary effort,” or as extra time, brainpower, and energy (Towers-Perrin, 2003), with the frame of reference implied but perhaps not having been made explicit. Others refer to “giving it their all” (Bernthal, 2004). Shuck, Reio, and Rocco (2011) purport that behavioural engagement is the most observable form of engagement as it comprises the physical and overt manifestation of both emotional and cognitive engagement, and is often understood in terms of actions or activities and is closely associated with employee performance (Macey & Schneider, 2008). Behavioural engagement is often understood as the only form of engagement due to the fact that this is the one and only form of engagement that can be observed on the job; however, trait and state engagement pave the way for behavioural engagement as the absence of these two forms of engagement often result in negative emotions toward one’s work and the organisation, which in turn leads to intentions to quit (Alagaraja & Shuck, 2015).

### **Procedural Justice and Employee Engagement**

A number of researchers realized early the significance of equity considerations on allocations in organizations (Adams, 1965; Goodman, 1974;



Goodman & Friedman, 1971). Because of its importance in the workplace, most of the early research concentrated on pay inequity and its consequences. In keeping with traditional equity theory research, contemporary studies have found that people tend to be less satisfied with outcomes they perceive to be unfair than those they perceive to be fair (Cropanzano & Greenberg, 1997). Such perceptions have been shown to result in poor performance (Cowherd & Levine, 1992) and high rates of withdrawal behaviours, such as turnover and absenteeism (Schwarzald, Koslowsky & Shalit, 1992). Martin (1981) reported that fairness judgments are made when people compare what they have received with those of a referent other. This comparison process underlies relative deprivation, or the feeling of discontent arising from a belief that one is getting less than one deserves relative to a comparison other (Crosby, 1984; Martin, 1981). Felt deprivation produces a range of psychological and behavioural effects in organizations, including dissatisfaction, stress, and absenteeism (Martin, 1981).

Schwarzald *et al*, (1992) also found that individuals who failed to earn new positions had increases in absenteeism, and experienced lower feelings of commitment and higher feelings of inequity. They concluded that promoted co-workers acted as referents. That is, individuals who were not initially disadvantaged felt inequitably underpaid relative to those who had earned a promotion. Such inequities can negatively affect job performance. For example, Cowherd and Levine (1992) found that workers produced higher quality products when there was only a small pay differential between themselves and managers, compared to a situation where there was a large pay differential.

Greenberg (1990b) also found that people were less likely to steal in response to pay cuts when these appeared to be the result of fair procedures than when they resulted from unfair procedures. These findings illustrated that incorporating process

attributes that are perceived to be fair may enhance the effectiveness of organizational procedures. Employees also use their experience with fair or unfair allocation procedures as information that reflects on the organization as whole. Tyler and Lind (1992) found that procedural fairness may be used as the basis by which people establish larger relationships with their employers, enhancing their loyalty toward the organization.

Hamlett. (2014) and Guo (2009) highlighted that organizational justice could play an important role in managing and improving employee sense of pride and trait in their job. Additionally, Oh's (2013) work showed that distributive justice and procedural justice have significant contribution in career satisfaction in South Korea public sector. He also reported that interactional justice has a noticeable relationship with the extent to which workers were emotionally and cognitively attached to their roles.

Furthermore, Gauri's (2013) work revealed that the evidence of fairness and the practice of transparency in the distribution of resources and the treatment of subordinates was a major factor behind their acceptance and identification with the organization, promoting a sense of dedication and support towards its success. He noted that organizational justice was a significant antecedent of employee support and describes the workers levels of engagement in their work as a consequence of their perceptions of placement and respect within the organization.

From the foregoing point of view, the study hereby hypothesized thus:

- H<sub>01</sub>:** There is no significant relationship between procedural justice and trait engagement in food and beverage manufacturing firms in Rivers State
- H<sub>02</sub>:** There is no significant relationship between procedural justice and state engagement in food and beverage manufacturing firms in Rivers State

**H<sub>03</sub>:** There is no significant relationship between procedural justice and behavioural engagement in food and beverage manufacturing firms in Rivers State.

### METHODOLOGY

The study adopted a cross sectional survey research design. Primary data was collated using self-administered questionnaire. The population for this study was 1614 employees from the 6 registered food and beverage companies in Rivers State listed on the Manufacturers Association of Nigeria (MAN) 2018 Rivers/Bayelsa directory. A sample size of 134 was determined using the Taro Yamen sample size formula. The reliability of the instrument was achieved by the use of the Cronbach Alpha coefficient with all the items scoring above 0.70. The hypotheses were tested using the Spearman Rank Order Correlation with the aid of the Statistical Package for the Social Sciences version 23.0.

### DATA ANALYSIS AND RESULTS

#### Bivariate Analysis

**Table 1: Procedural justice and employee engagement**

			Procedural	Trait	State	Behavioural
Procedural	Correlation Coefficient		1.000	.407**	.245**	.214**
	Sig. (2-tailed)		.	.000	.000	.001
	N		247	247	247	247
Trait	Correlation Coefficient		.407**	1.000	.320**	.250**
	Sig. (2-tailed)		.000	.	.000	.000
	N		247	247	247	247
State	Correlation Coefficient		.245**	.320**	1.000	.440**
	Sig. (2-tailed)		.000	.000	.	.000
	N		247	247	247	247
Behavioural	Correlation Coefficient		.214**	.250**	.440**	1.000
	Sig. (2-tailed)		.001	.000	.000	.
	N		247	247	247	247

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

Source: SPSS Output

The result for the test on the bivariate hypothetical statements of the study is presented in this section. The tests focused on assessing the extent to which the relationship between procedural justice, and the three measures of employee engagement – trait, state and behavioural engagement. The adopted inferential tool for the test is the Spearman’s rank order correlation coefficient.

**Decision rule:** The decision rule for the analysis is premised on the adoption of a 0.05 level of significance based on the 95% confidence interval adopted in the statement of the hypotheses. As such, the significance of relationships follows Field’s (2009) identification of a  $P_v < 0.05$  and a  $P_v > 0.05$  region where  $P_v < 0.05$  indicating significant relationship would imply a rejection of the null hypotheses and a  $P_v > 0.05$  indicating an insignificant relationship would imply an acceptance of the null hypothesis. All hypotheses are also test as 2-tailed implying the identification of positive as well as negative outcomes as significant and suggestive of a relationship between the variables.

***H<sub>01</sub>: There is no significant relationship between procedural justice and trait engagement in food and beverage manufacturing firms in Rivers State.***

From the result in the table above, the correlation coefficient ( $\rho$ ) showed that there is a significant relationship between procedural justice and trait engagement. The *correlation coefficient* 0.407 confirmed the magnitude and strength of this relationship and it was significant at  $p < 0.000 < 0.01$ . The correlation coefficient represented a moderate correlation between the variables. Therefore, based on empirical findings the null hypothesis earlier stated was hereby rejected and the alternate upheld. Thus, there is a significant relationship between procedural justice and trait engagement in food and beverage manufacturing firms in Rivers State.

***H<sub>02</sub>: There is no significant relationship between procedural justice and state engagement in food and beverage manufacturing firms in Rivers State.***

From the result in the table above, the correlation coefficient ( $\rho$ ) showed that there is a significant relationship between procedural justice and state engagement. The *correlation coefficient* 0.245 confirmed the magnitude and strength of this relationship and it was significant at  $p < 0.000 < 0.01$ . The correlation coefficient represents a low correlation between the variables. Therefore, based on empirical findings the null hypothesis earlier stated was hereby rejected and the alternate upheld. Thus, there is a significant relationship between procedural justice and state engagement in food and beverage manufacturing firms in Rivers State.

***H<sub>03</sub>: There is no significant relationship between procedural justice and behavioural engagement in food and beverage manufacturing firms in Rivers State.***

From the result in the table above, the correlation coefficient ( $\rho$ ) showed that there is a significant

relationship between procedural justice and behavioural engagement. The *correlation coefficient* 0.214 confirmed the magnitude and strength of this relationship and it was significant at  $p < 0.000 < 0.01$ . The correlation coefficient represented a low correlation between the variables. Therefore, based on empirical findings the null hypothesis earlier stated was hereby rejected and the alternate upheld. Thus, there is a significant relationship between procedural justice and behavioural engagement in food and beverage manufacturing firms in Rivers State.

## **DISCUSSION OF FINDINGS**

The relationship between procedural justice and employee engagement is observed to be significant; suggesting that procedural justice predicts outcomes such as trait, state and behavioural engagement. This also identifies procedural justice as driving workers confidence in management and as such the endearment of work or the organization to them. The finding aligned with the view that workers understanding and appreciation of the processes and frameworks of their relationships within the workplace, and the extent to which such frameworks and relationships are fair and just, has a strong impact on their behaviour and determines their levels of engagement and involvement in their jobs (Tam 1998; Zhang 2006; Guo, 2009).

Through procedural justice, organizations can harness the dedication and energy of their staff towards the achievement of organizational goals. It is as noted by Choong (2010) that procedural justice enhances cordiality and strengthens the bonds within the organization given the reassurance it offers the workers. The findings of this study in line with the identification of procedural justice as a significant predictor of employee engagement, reiterates the position of previous studies (Fodchuk, 2009; Zhang, 2006). The evidence showed that through the adoption of practices that are clear, transparent and

which detail the protocols and processes of resource allocation and procedures, organizations have a higher chance of drawing in their workers and enhancing their trait, state and behavioural levels of engagement.

### CONCLUSION AND RECOMMENDATIONS

This study concluded that the relationship between procedural justice and employee engagement is not only significant but also positive; hence the evidence and adoption of practices as well as policies which drive and emphasize on procedural, distributive and interactional justice would impact positively on the engagement levels of the employee and in that vein produce outcomes such as trait, state and behavioural engagement within the organization. Furthermore, given the noted significance of organizational climate on the relationship between organizational justice and employee engagement, the study also affirmed that the shared perceptions and interpretation of factors or organizational features

such as justice, contributes positively towards employee engagement outcomes. The following recommendations were stated in line with the outcomes and conclusion of the study.

- The adoption and emphasis on clarity in procedures and protocols concerned with events or functions such as salary payments, career growth, transfers etc, is imperative. Organizations should therefore be transparent and detailed in line with their decisions and their intent towards their staff
- Organizations should focus on addressing their communication and correspondence gaps within the organization. Consistent mediums and channels should be adopted and emphasized as the platforms for inquiries about management decisions and intent on matters concerned with resource distribution, employee welfare or other related activities as a way of dissipating rumours and effectively addressing organizational climate issues.

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