
DEXTERITY OF TRAINING AND DEVELOPMENT ON EMPLOYEES' ENGAGEMENT: MODERATING EFFECT OF ORGANIZATIONAL JUSTICE

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ABSTRACT

Employees' training is a life learning experience that spurs permanent change in their behaviors and ultimately optimize engagement with the organization. This paper investigates the absolute concept of employees' affectivity inculcated through consistently provided with the opportunity of training in their jobs with particularly focusing on the role of organizational justice. The adopted questionnaire having 33 elements conceding the scope of training and development, employees' engagement and organizational justice floated among the learned employees of telecommunication industry of Pakistan. To gauge the association among study variables the Pearson Correlation Matrix has applied however the significance impact of training and development on employees' engagement and moderating influence of organizational justice were measured with Regression Line. The statistical results found the study variables having significant positive association at 95% confidence interval. The employees' engagement has significantly boosted with the contingent effect of organizational justice in consortium with training and development. The findings of the study may be implicated over the promulgation of policies for boosting employees' engagement in realization of organizational justice

Keywords: Training and Development, Distributive Justice, procedural Justice, Interactional Justice, Work Engagement.

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1. INTRODUCTION

Personality trait is the true reflection of instinctive behaviour being transferred from the parents. Somehow, this behaviour is molded and reshaped through consistent guidance and motivation. In the competitive business environment, organizations are in deep concern to put big capital on employees' professional enrichments. Organizations provide a lucrative business environment, fringe benefits, job trainings to get competitive advantages. Therefore, organizations consider employees the most important element amongst other resources (Saeed et al. 2019).

The employees are from different ethnic groups having different personality traits and behaviour which need special attentions and guidance to adjust themselves in the set environment. To furnish exceptionally well capabilities among employees, organizations arrange special training programs for them. Therefore, training and development (T&D) is considered the most influential element to modify the behaviour of employees and it prevails as the most common technique in our society (Fotios V. Mitsakis 2019).

Training and development is considered as the major contributing factor in organizations to make its employees more experts and create loyalty with it. This notion was further strengthened in the studies (Jha, Kumar, and Manager 2016; Subhash C. Kundu 2017) that T&D itself plays a significant role in employee professional development and engagement with the organization. For decades, scholars have been instrumental to examine the T&D and its impacts on employee outcomes. In good organizations, employees are more involved in engagement activities that ultimately lead towards employee productivity (Azim et al. 2019). Various studies have examined the associations amongst Training and Development and employee-related actions, behaviors, and results (Bedi, Alpaslan, and Green 2016). Scientists have tried to explore training and development in the social psychology (Adekiya and Ibrahim 2016; Ngoma and Dithan Ntale 2016) but few shed light on the training and development (Farid et al. 2019; O'Connor and Crowley-Henry 2019a) in relation with employee engagement and Organizational Justice. Employee behavior along with their actions, in response to any training and development provided is the primary mechanism to assess employee engagement and organizational outcomes (Afsar, Al-Ghazali, and Umrani 2020).

Pakistani environment, especially the telecommunication industry, is not yet explored to testify the results and findings using the said context. Now, advancement is being made in the said context amongst the observed variables to study whether a strong link exists between training and development with organizational justice and employee engagement or not. Moreover, an indicator to measure the behavioral pattern, organizational justice is being examined indirectly. Both independent and moderator variables have been utilized to measure the impact on employee engagement.

2. LITERATURE REVIEW

Many of the organizations vibrantly provide training and development not only to optimize the organizational performance but even the commitment of employees with the organization. Many of the scholars have explored training and development to increase employees'

engagement and make employees more productive for the organization (Abouraia and Othman 2017; Ali et al. 2018; Haque, Fernando, and Caputi 2019; Krishnan 2016) proposed in this regard, scientists in the past yielded various results when training and development is regressed with other constructs such as motivation, commitment and turnover intentions but limited research was carried out to address the studied constructs practically.

2.1. Employee Engagement

Scientists consider defining employee engagement as a challenge because there is no universal definition of the construct. According to (Men, O'Neil, and Ewing 2020) employee engagement is defined as "the connecting of organizational members, and employee engagement is merely concerned with the involvement of employees emotionally, behaviorally and physically while performing any job role". The cognitive feature of employee engagement is concerned with the faith on the organization, front-runners and at work circumstances of the employee. The emotional feature is concerned with the perception of employees whether positive or negative regarding organization and its leaders. Every employee in the organization exert huge amount of physical energies in order to achieve their tasks, comes under physical feature of employee engagement.

2.2. Physical Employee Engagement

Physical employee engagement is connected with the individuals' efforts physically while performing any task or job duties. Physical energies of employees in performing their job duties come under physical employee engagement. Scientists in the past have delineated various associations amongst the physical input of the employees while performing particular tasks and their job performance (Kunz et al. 2017) . Furthermore (Dartey-Baah and Mekpor 2017) states that it has never been only attitudes but the behavior of employees that does matter in organization. The study further divided the behavioral engagement on the basis of job description, continuous improvement by having innovative ideas and participation, engagement in activities and organizational citizenship role in order to ensure the smooth working of the organization and its impact on performance. Study of (Rothmann & Rothmann, 2010) proliferated that vigor, attitude and professional positive behavior are the essence of productivity in organizations thus yield it to be more competitive in the industry. To achieve enhanced performance, employers have to focus on the behavior dimension of the engagement. Multiple dimensions of the behavior have been identified as key factors of employee engagement including trust in the institute, desire to make efforts for improvement, understanding in the large scenarios, an atmosphere of help and respecting each other, readiness to work and stay well informed (Hanaysha 2016).

2.3. Cognitive Employee Engagement

Every employee in an organizational setting is required to exhibit the involvement of flings with eagerness, self-importance and hostility, but if cognitive promise is not met with positive attitude by the employer, employees will not become more productive (Di Fabio and Kenny 2019). Employees with the high level of the cognitive capability are more positive towards their learning (Kauppila and Tempelaar 2016). Cognitive engagement involves absorption and attention (Shin and Back 2020). Two factors contribute to building of cognitive engagement. One is absorption and the other one is attention. Absorption is considered as focus, intensity and attention is resources spent about their work (Sjödin, Frishammar, and Thorgren 2019).

2.4. Emotional Employee Engagement

Emotional engagement is the attitude of employee concerning the job and the organization either positive or negative (Ariani 2013). Emotional engagement highly impacts the readiness of employees to learn and to perform their tasks efficiently and effectively. Employees working at low level usually suffer from negative emotions (Brunetto et al. 2014). Also employees at low level hesitate in taking new initiatives (Jha 2019). More the engagement level of the people, more they feel positive emotions, resulting in enhanced performance (Oriol et al. 2017). Engaged employees work well towards organizational objectives by being emotionally engaged in their job. Engaged workforce is critical success factor for the organization as engaged employees give higher efficiency, better customer satisfaction and low turnover (Buil et al. 2018). Emotions are actively involved along with the cognition while employees are engaged in executing their tasks (Mukhtar 2018). Individuals engagement enhances the capability of the individuals to take initiatives (Salvato and Vassolo 2018). Positive emotions nurtures the diversity of thinking, intellectual enhancement and relational understanding (Zhoc, Chung, and King 2018).

2.5. Training and Development

Training and development is an important experience for humans working in the organizations as training and development brings positive change in the working of employees to increase productivity. (Thory 2016) argued that training and development is based on the idea of social exchange relationship between the employer/manager and its subordinates i.e. employees in organizational settings. Scholars considered training and development as short-term change for building skills to a level where they should match the job requirements of their organization (Monday 2017). Later, Misra and Khurana (2017) strongly emphasized on skilled development to impart knowledge, skills and abilities to the employees to be more productive. It is important for every organization that whenever they impart quality training, it should conform to the requirements of the job on which employees work (Jusoh, Durairatnam, and Chong 2020). Training and development are considered as a system wide approach to make employees learn and develop through the base, to ensure organizational and individual's effectiveness (Sousa and Rocha 2019).

2.6. Organizational Justice

Organizational justice is measured as a governing subject in organizations now days and is defined as providing fair treatment to the employees. Organizational justice is depicted as the level of delegation of the association are directed completely (Thi Bich Hanh Tran and Suk Bong Choi 2019) and regardless of whether the results and the procedures are practiced at workplace in a right manner by the employers or not (Hoard et al. 2019). Earlier organizational justice sub-heads were distributive, procedural and interactional kindness (Sia, Adelaide, and Tan, 2016). Afterward, it used to be endorsed that interactional reasonableness has two subcategories, to be informational and interactional justice, and these subcategories should be viewed independently (Akram et al. 2017).

2.7. Distributive Justice

Distributive justice is the central and quite critical amongst all that induces for outline and financial rewards. Employees get themselves involved in a working relationship with the right assessment of DJ by their employer (Chowdhury and Nazmul 2017; Davis, Leach, and Clegg n.d.; Karanikas, Melis, and Kourousis 2018). Although the uprightness of something necessarily required is equality, every individual may not be able to have what he/she wants. Distributive justice is judged by reviewing and rising the result extracted from the employees

(Haynie, Mossholder, and Harris 2016). The degree of just and fair treatment is primarily required to be ensured in any organizational setting if the objective of personal satisfaction and higher engagement is targeted (Chandani et al. 2016).

2.8. Procedural Justice

Procedural justice proposes that how moderate resolution is made (Grootelaar and Bos 2018). It is the unique approach that is used to settle or execute choices and for choosing the outcomes (Dennis et al. 2016).). Procedural justice outfits workers with accomplishing results over the conceded impact of the essential movement theory by utilizing the control strategy. Strategy fairness as voice is required to be worth surrounding, accumulating and delegating (Cropanzano, Anthony, and Daniels 2017). Key association strategies authorizing speech help managers to influence and control the results and the said control can bring additional result if developed in a right manner (Huikku, Karjalainen, and Seppälä 2018). As mentioned by Hetland et al., (2018) the management is associated with sensibility and change that may cause beneficial companions by utilizing its components and by building up valid, supporting working norms.

2.9. Interactional Justice

Interactional justice, in the literature is suggested as the unique fling of interpersonal conduct by the representative and manager relationship. Interactional recognitions are addressed by ensuring whether the workers are taken care of with morality, affectability, and thankfulness and the manager's treatment is ensured to be effective for their employees (Krishnan et al. 2018). The categorization of energetic periods of sensibility will derive more lifted measures of joy. Interactional justice is associated with the skill set along with the intellectual comfort in the organizations (Doulati and Pour 2017).

Informational justice consist of the information concerning procedures and results given to the employees by the organization and is considered as part of the intractional justice. Informational justice highly influence the reported levels of employees well being and burn out. When the organization is not performing , informational justice implemented in its true spirit with fair treatment and interpersonal dignity makes individuals to bear adverse results (Rupp et al. 2017).

3. THEORETICAL FRAMEWORK

Studies Babič, Katja et al., (2019); Cappelli et al., (2020); Cropanzano et al., (2017) proposed that the phenomenon of social exchange occurs between an organization and its workers. Social exchange theory is an exemplary theory of depicting two-way relationships between employers and its employees. The aim of Social exchange process is to maximize the benefits of managers and its employees at one go because of minimizing cost and obtaining revenue is the key behind the exchange. Strong association has been reported with the studied variables by the scholars i.e. employee support, citizenship, work outcomes and job performance. Based on social exchange theory, current research is aimed to inquire the relationship between training and development (T&D), organizational justice and employee engagement.

The Equity theory articulates that employees of an organization compares their resources available and results oriented with the resources and results of other organizations' employee. The resources or the inputs being provided while the results are the outcomes realized consequently (Cheng et al. 2020). The injustice or unfair treatment with the employees lead to demotivation or dissatisfaction. However, employees satisfied and shows their commitment

toward organizations followed by their behavioural intention to stay or quit the organization (Paracha et al. 2017)



Figure 1 Theoretical Framework of Study Variables

3.1. Hypotheses of the Study

The following hypotheses have developed to statistically test the observed scenario;

H1: There is a significant impact of training and development (T&D) on employees' engagement.

H2: Organizational justice moderates the influence of T&D on employees' engagement.

4. METHODOLOGY

Methodology is an important part for any research. It is a road map to obtain the answers of the research questions (Bhatti & Rehman, 2019; Bhatti, Rehman, Akram, & Shaheen, 2020; Bhatti, Shaheen, Akram, & Rehman, 2020). From the past several years, it has been noted in multiple studies (Antony 2018; Iqbal Chaudhry et al. 2017; Zacher et al. 2010) that T&D is considered as prime focus by the educationist and researchers and various connections have been extracted when checked with employee engagement or employee outcomes. The scholars have examined and explored associations when T&D is checked with other behavioral variables. The purposive of this study is to explore the significance effect of T&D on employees' engagement particularly realizing the moderating influence of organizational justice. Many of the organizations are keen to provide professional training opportunities so that competitive advantages may be catered. However, pooling big amounts and cultivating nothing in professional development or employees' performance, raises a big question; is the amount spending on training spoiled? Or selected employees fairly been selected? The thought-provoking neglected area, organizational justice has highlighted to realize the impact of T&D on employees' engagement. To comprehend this philosophy adopted questionnaire has used to collect data.

5. RESEARCH DESIGN

The study is descriptive in nature with the philosophy of encompasses the objective reality of organizational justice. The significant investigates the level of organizational justice with the effective provision of training and development on employees' engagement.

5.1. Target Population, Sample and Sampling Technique

Using a survey instrument, data has been collected from four said Pakistan telecommunication organizations' employees. The study population is the employees of the four cellular

operators i.e. Zong, Mobilink/warid, U-fone and Telenore. To find out the statistical results the author distributed 400 questionnaires among the cellular companies' employees. About 333 filled questionnaires in all respects are considered for statistical analysis. The sampling techniques used for this research is simple random sampling.

5.2. Instruments and Data Collection

The adopted questionnaire has been used to collect the data from the telecom respondents in order to study the variables of interest across twin cities (Islamabad and Rawalpindi) of Pakistan. The researchers personally visited the organizations and took filled questions. The filled 333 questionnaires with all respect were received from U-Fone 125, Mobilink 68, Telenor 67, Zong 73. The items of organizational justice have been adapted from the work of Usmani & Jamal (2013). The 5-points Likert scale was utilized to examine distributive justice, 5 items were used to examine procedural justice and 10 items were utilized to examine the interactional justice. Total eighteen items have been used in order to measure the three types of engagement. Six items for the measurement of physical engagement, seven items for cognitive engagement and five items for the emotional engagement have been adapted from the work of Balakrishnan & Masthan (2013).

5.3. Demographics

To comprehend the practical implications of T&D in contingent with organizational justice on employees' engagement, the employees from telecommunication sector were targeted to collect data. It was found out that 81% of managers were male and 12% were females. Majority of the respondents were energetic and young aged between 25-39 years and only 0.3% were found out to be old beyond 60 years of age. 57% of the respondents attained their masters degree and 30% possessed bachelor's degree while only 0.3% possessed other qualifications. About 12.3% of the respondents were having professional qualification as well.

Table 1 Demographic Profile of Respondents

Demographics	No. of Employees	%
Gender		
Female	62	18.6%
Male	271	81.4%
Age		
20 - 24	45	13.5%
25 – 29	127	38.1%
30 – 39	109	32.7%
40 – 49	37	11.1%
50 – 59	14	4.2%
60 & more	01	0.3%
Education		
Bachelors	100	30%
Master	188	56.5%
PhD	1	0.3%
Others	44	13.2%
Experience		
< 1 yr	126	37.8%
1 yr < 2 yrs	68	20.4%
2 yrs < 5 yrs	69	20.7%
5 yrs < 10 yrs	38	11.4%
10 yrs plus	32	9.6%

5.4. Reliability

The instruments being used for study variables are having reliability value of more than 70%, that shoes inter item consistency is high appreciable and considered for statistical results.

Table 2 Reliability of Variables

Item	Cronbach's Alpha
Training and Development	0.795
Employees' Engagement	
Emotional Engagement	0.754
Cognitive Engagement	0.871
Behavioral Engagement	0.874
Organizational Justice	
Procedural Justice	0.786
Distributive Justice	0.695
International Justice	0.844

5.5. Analysis and Techniques

Scientific method in the research paradigm is considered as an application of different techniques and/or procedures in order to analyze the empirical side of the evidence to accept or reject the conception developed in the past (Zikmund 2003). The current study is using the quantitative methods in order to test and confirm the theorized relationships. As the proposed model states that the organizational justice may be a reason of deviation in the dependent variable and is usually caused by the predictor variable(s). The moderation, in the proposed model will be tested through Barron and Kenny method. When the model is ensured, its plausibility will be tested using sample data which will be including all observed variables. In order to establish goodness of fit between the hypothesized model and the data, model-testing procedure will be completed. Hypothesized model structure is imposed on sample data, and then tested to examine observed data fitness with the restricted structure. As required in the study, Barron and Kenny will be quite valuable method in a situation where one moderating variable becomes a reason in the fluctuation of the impact of independent upon the dependent variable. The current study ensures that the T&D (IV) are related with (Moderator) are related with (DV) and the significance of the relationship (for partial or full mediation) between IV (T&D) and DV has theoretically been ensured thorough literature and empirically in the brain storming session has been tested though with non-validated results and will be positively ensured in the final analysis stage. The significance of the relationship between IV (T&D) and DV.

5.6. Statistical Model-1

The scope of talent management particularly focus on organizational perfoamnce and career development. To ascertain the influence of talenet management on organizational perfoamnce the follwing statistical equation has developed.

$$EE_{it} = \alpha_{it} + \beta_1 T\&D_{it} + \epsilon_{it} \tag{1}$$

EE_{it}= Employees' Engagement of ith firm in time t.

α_i = (i=1, n) is y intercepts

ϵ_{it} = is the error term

β_1 , = Beta shows the intercept of independent variable

T&D_{it}= Training and Development during time t for ith respondents

5.7. Statistical Model-2

R to determine the effect of training and development in consortium with organizational justice as a moderating variable on employees' engagement the following equations has been developed.

$$EE_{it} = \alpha_{it} + \beta_1 T\&D_{it} + \beta_2 OJ_{it} + \epsilon_{it} \quad 2$$

EE_{it}= Employees' Engagement of ith firm in time t.

α_i = (i=1, n) is y intercepts

ϵ_{it} = is the error term

β_1 and β_2 = Betas show the intercept of independent variable

T&D_{it} = Training and Development during time t for ith respondents

OJ_{it} = Organizational Justice during time t for ith respondents

5.8. Empirical Findings

Training and development, organizational justice and employees' engagement exhibited weak to moderate but high significant relationships between them. Training and development showed moderate relationship with distributive justice ($\gamma=0.41$) which is significant on cut-off point at $p<0.05$. However it depicted moderate significant positive relationship with employees' engagement dimensions like; emotional engagement ($\gamma=0.40$), with cognitive engagement ($\gamma=0.50$), and with behavioural engagement ($\gamma=0.41$) respectively. The dimensions of employees' engagement i.e., emotional engagement, cognitive engagement and behavioral engagement were significantly correlated with T&D and Organizational justice. Furthermore, organizational justice's measures i.e. (distributive, procedural and interactional justice) were significantly correlated with the employees' engagement and T&D.

Table 2 Correlations Matrix among Study Variables

Variables	1	2	3	4	5	6	7
1) Train & Development	1						
2) Distributive justice	.413**	1					
3) Procedural justice	.451**	.426**	1				
4) Interactional justice	.444**	.400**	.497**	1			
5) Emotional engagement	.404**	.283**	.452**	.639**	1		
6) Cognitive engagement	.500**	.140*	.375**	.453**	.517**	1	
7) Behavioral engagement	.411**	.170**	.404**	.437**	.485**	.692**	1

** $p < 0.01$

* $p < 0.05$

5.9. Barron & Kenny Moderation

Three step procedure was adopted to check the direct and intersection impact on dependent variable. In the initial procedure, independent variable is regressed against the dependent variable followed by the procedure of regressing the interaction term (Independent variable*Moderating variable= M'). In the first step, training and development is regressed against employee engagement and in the second step after multiplying the independent with moderating variable then regressing it to dependent variable.

Table 3 Regression analysis including moderating variable

Variables	B	SE	β	t	F.Value
Model 1: Training and Development on Employees' Engagement					
(Constant)	10.942	.537		20.384	121.69**
Training and Development	1.169	.106	.519	11.031	
R = 0.519 R ² = 0.269					
Model 2: Training and Development with Organizational Justice as a Moderating Effect on Employees' Engagement					
(Constant)	6.370	.784		8.130	99.6**
Training and Development	.682	.117	.303	5.807	
Organizational Justice	.435	.580	.393	7.543	
R = 0.614 R ² = 0.377					

**P < 0.01

In the first model, when T&D is examined on employees' engagement, the value of R (0.519) revealed that the study variables are significantly associated having the magnitude of 51.9% while the model fitness F-value (121.69) signifies the model fitness at significance level of 0.01. The value (26.5%) of R² revealed that the changes in the employees' engagement comprehensively influenced through T&D. therefore, the researcher accepted the alternative hypothesis "*There is a significant impact of Training and Development (T&D) on Employee's Engagement is accepted in this present study on telecommunication*" manager, these results are similar the studies (Fletcher, Luke, Kerstin Alfes 2018; Sung and Choi 2018; Susomrith, Coetzer, and Ampofo 2019).

The training significantly optimizing the level of engagement and hence developing the loyalty with organizations. However, the employees' engagement with the firm increases comprehensively further if, it fairly plays and treat with the employees. In the second model the influence of organizational justice as a moderator tested in contingent with T&D on employees' engagement. The inferred results of R² showed a marginal increase in the changes of employees' engagement. The value of R² incepting the organizational justice as a moderator increases from 26.5% to 33.7% meanwhile, the value of R increased from 51.9% to 59%. It is pertinent to note that the T&D and organizational justice significantly affecting on the employees' engagement.

The inferred results are consistent with the previous studies (Dai and Qin 2016; Iqbal and Ahmad 2017) that organizational justice plays a significant role to enhance the employees' commitment with the organization. The results therefore showed that employees in the telecommunication sector who got privilege in professional trainings embedded strongly with the organization. Additionally, the findings added the bindings become more stronger if fair, justice and equal opportunities provided to each employees. Hence, the reseracher failed to accept null hypothesis and accepted alternative hypothesis, "*Organizational Justice moderates the relationship between Training and Development (T&D) and Employee's Engagement*" which are consistant witht the results presented in the studies (O'Connor and Crowley-Henry 2019b; Oh 2019)

6. CONCLUSION

In light with the existing theories the current study tests the hypotheses and propagates at what extent the training provided to the telecommunication employees is necessary and support to enhance the employees' commitment with the organization. Additionally, the study measures the role of justice as a moderator with T&D on employees' engagement.

Organizational justice has been confirmed as an important predictor for boosting engagement in telecommunication sector of Pakistan. Moreover, the alignment of T&D with the organizational justice signify the implications on employees' engagement. The study also extracted that T&D has significant impact on employees' engagement and this severity further enhanced in consortium with organizational justice. Among three types of organizational justice (distributive, procedural and interactional justice) the distributive justice has it's own worth and having sound association with T&D meanwhile, cause significant impact on employees' engagement.

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