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## Effect of Organizational Justice on Employees Engagement in Five Star Hotels in Luxor

Muhammad Abd El Monem Ebraheem Abd El Salam<sup>a</sup>; Mohamed T. A Abdelmawgoud<sup>b</sup>

<sup>a</sup> Associate Professor, Hotel Management Department, Faculty of Tourism and Hotels, Minia University.

<sup>b</sup> Assistant Professor, Hotel Management Department, Faculty of Tourism and Hotels, Minia University.

### Keywords

Employee Engagement  
Organizational Justice  
Distributive Justice  
Procedural Justice  
Interactional Justice

### Abstract

The aim of this research is to examine the effect of organizational justice on employee engagement in five-star hotels in Luxor. The research utilized two measurement instruments to measure organizational justice and employee engagement. About 284 out of 292 forms distributed, were successfully filled out and collected. This research revealed that a positive correlation in five-star hotels between organizational justice dimensions and employees engagement. In addition, it also revealed that employees engagement can be predicted in the light of two dimensions of organizational justice; the first dimension was procedural justice followed by the interactional justice. Moreover, this research is the first empirical study in hospitality industry in Egypt that focused on examining the effect of organizational justice level on employees engagement in hotels. Finally, this research recommended that managers should increase organizational justice and make equitable to distribute incentives among staff and the promotion process to higher positions should be done on a fair basis.

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## 1. Introduction:

The hospitality industry in many regions of the world including the Middle East contributes significantly to expansion of national economics (UNWTO, 2019). Human resources play a critical role in today's organizations looking for to achieve a competitive advantage in the international and domestic labour markets (Muhammad, 2018). Staff are gradually spending most of their waking hours at work, making it a strategic asset for developing and implementing plans in any organization (Bailey et al., 2016; Sharma & Kumra, 2020). The way employees view justice may affect their behaviour, so justice is a crucial component in encouraging positive employee behaviours (Aisse, 2019). Employees anticipate justice and equity in wages, decision-making procedures, interpersonal communication, and other areas (Sembiring et al., 2020). The justice could increase staff engagement (Kartono et al., 2017). Due to its importance in determining an organization's effectiveness, innovation, and competitiveness, as well as its association with a higher propensity for innovative behaviour, employee engagement has drawn the attention of leaders and managers of organisations around the world leads to success (Dedahanov et al., 2017; Wang et al., 2022).

Consequently, its enormous influence on employee behaviour and attitude, organisational justice has a huge impact on organisations' ability to attain their goals and succeed (Singh & Singh, 2019). As a result, scholars are interested in the positive and targeted organisational results of investments in enhancing inclusion and justice (Akram et al., 2020; Abu Elhassan & Ali, 2021). However, academics have supported the importance of fairness in hotels (Lopez-Cabarcos et al., 2015; Hsu et al., 2019) in addition justice is crucial in the hospitality business since employees are the ones who give service to clients, and if they are happy at work, the service they provide will be of high quality. Akram et al., 2020) stating that all organisations' performance and sustainability are directly dependent on organisational justice (Nazarian et al., 2021). As a result, the hospitality sector must develop suitable tactics to increase organizational justice, growth hotels profit and retain employee engagement (Onyango et al., 2022).

The majority of scholars have concentrated on distributive and procedural issues when studying organisational justice and employee involvement in the hotel sector (Saks, 2006; Biswas et al., 2013; Storm et al., 2014). Even though only a few studies have looked into interactional justice (Agarwal, 2014; Ghosh et al., 2014; Babic et al., 2015; Kang & Sung, 2019), as it may utilize an affective emotional on staff. Most studies mainly focused on the relationship between perceived psychological well-being of justice (Ajala & Bolarinwa, 2015), satisfaction of individual employee (Okocha & Anyanwu, 2016) moreover, other studies concentrate on employee engagement (Kaya & Karatepe, 2020; Wang & Chen, 2020; He et al., 2021; Karatepe et al., 2021; Ampofo & Karatepe, 2022; Guo & Hou, 2022; Karatepe et al., 2022;). In addition there are studies applied in Egypt (Mohammad & Marwa 2019 ; Abuelhassan et al., 2020; Saad et al., 2022 ; Fatma & Hany 2022 ; Marwa 2023) As a result , there is no study combine organizational justice with employees' engagement especially in Egyptian hospitality so, this research is the first empirical study in Egypt that focuses on examining the level of organizational justice and effect on engagement in the hospitality industry in Egypt, Accordingly, the aim of this research is to examine this gap.

## **2. Literature Review:**

### **2.1. Organizational Justice:**

Organisational justice is the most basic requirements of any organization (Kaya & Karatepe, 2020; Wang & Chen, 2020; Karatepe et al., 2021; Ampofo & Karatepe, 2022; Guo & Hou, 2022). It increases of employee loyalty (Karam et al., 2019; Fritz & Cox, 2020). Organisation justice, which is a powerful predictor of beneficial staff attitudes and reactions including commitment, and organizational citizenship behaviour, reflects of how employees see organisation fairness (Chan & Lai, 2017; Hsu et al., 2019). Fairness in the allocation of the process and results leads to the development of favourable work attitudes (Lopez-Cabarcos et al., 2015), trust (Carr & Maxwell, 2018), and employees satisfaction (Sembiring et al., 2020) that reduce all forms of conflict between superiors and employees (Novitasari et al., 2020), lower employee turnover intentions (Nazarian et al., 2020), and organizational commitment (Jang et al., 2021) which reach hotels targets. On the other hand, unfair treatment may cause employees to withdraw and be absent more frequently (Chin et al., 2019). It is essential to realize the effect of organizational justice to gaining advantage and reaching high performance (Nazarian et al., 2021). Additionally, the service-profit chain (Ling et al., 2016) demonstrates that once staff believe they are valued and treated properly by the hotel, they are more likely to display positive behaviors (Chon & Zoltan, 2019).

Organisational justice was described by Colquitt & Greenberg (2005) as the assessment of what people deem to be fair or unfair when confronted with an observed or experienced circumstance. Organisational justice describes how groups or individuals judge the conduct they receive from their organisations to be fair and how these judgements influence the behaviour that results (Farndale et al., 2011). Moreover, Vandana & Rao (2017) described OJ as the sense of fairness within organizational personnel. Finally, Deepa (2020) added that Organizational justice Fairness has drawn a lot of care from practitioners since it is crucial in all aspects of people's life.

### **2.2. Dimensions of Organizational Justice:**

Organisational justice is a multifaceted concept that encompasses a range of workplace actions and behaviours, from employee compensation to how bosses treat their own subordinates (Mohammadi et al., 2020; Mengstie, 2020), and collective term that encompasses distributive, procedural, and interactional (Novitasari et al., 2020; Rosanna et al., 2022) as follows:

#### **2.2.1. Distributive Justice:**

It is typically argued that increased levels of engagement could be brought about by employee views of fairness in the allocation of compensate (Biswas et al., 2013; O'Connor & Crowley-Henry, 2019). When employees feel that their final payment is fair, distributive justice has been created (Vermunt & Tornblom, 2016; Carrillo et al., 2019; Tahira et al., 2022). In addition, it gives an idea about whether the individual's acquisitions (tasks, wages, promotions, opportunities, rewards and punishment) are fair, appropriate and ethical (Arab & Atan, 2018; Ohioorenoya & Eguavoen, 2019; Khuzwayo, 2022: Claudia 2023).

#### **2.2.2. Procedural Justice:**

Employee's impression of the equality of organizational policies and techniques,

processes, methodologies, and mechanisms used in evaluating their work performance is referred to as procedural justice (Ohiorenoya & Eguavoen, 2019). Procedural fairness encourages the formation of social exchange relationships (Lambert et al., 2020; Na'imah et al., 2022), lead to staff enthusiasm and good effort manners (Roch et al., 2019). Employees develop and keep close relationships with their organisations if they feel that the workplace is procedurally justice, leading to job satisfaction (Yadav & Gupta, 2017), and enhanced trust (Top & Tekingunduz, 2018; Mittal & Sengupta, 2019). Procedural justice focuses on how to identify their presence, which is a crucial component for organizational participation, in addition to compensation allocation and organizational decision-making processes (Khuzwayo, 2022; Michael et al., 2023).

### **2.2.3. Interactional Justice:**

The social component of procedural and distributive justices is interactional justice (Greenberg & Colquitt, 2015; Na'imah et al., 2022). It has been defined as the standard of interpersonal treatment a person receives in the workplace, both before and after choices are taken, adopted, or implemented (Ohiorenoya & Eguavoen, 2019; Tahira et al., 2022). As a result, it symbolizes the interpersonal side of information transmission and focuses on judgements of fairness in interpersonal treatment and open communication among business partners (Dawwas, 2022; Onyango et al., 2022).

### **2.3. Employee Engagement:**

Employee engagement has received a lot of interest as a research topic in the last several years (Karanges et al., 2015; Bailey et al., 2017; Saks, 2019). Good emotional connection refers to employees' good attitudes towards their organisation and its ecosystem, which is the root of employee engagement (Shuck et al., 2011; Anitha, 2014).

Kahn (1990) asserted that engagement means the mechanism that motivates the personnel of an organization to coerce themselves to perform their job duties. Khan suggested three constituents of engagement: emotional, cognitive and physical. This confirms the importance of being psychologically and physically effective with respect to engaged employees performing different duties in a hotel (Khan, 1990; 1992). Schaufeli et al. (2002, p74) asserted that Kahn's concept of engagement can be defined as a positive, effective, work-oriented mindset that dedications, vigour, and absorption. Saks (2006) defined engagement as the particular combination of cognitive, emotional, and behavioural aspects that influence an individual's ability to accomplish their job. Mani (2011) defined employee engagement as an employee's level of dedication and involvement in his organisation and its principles. Karsan & Kruse (2011) defines the employee engagement is the amount to which individuals are driven to add to organisational achievement and are eager to apply discretionary work to completing responsibilities crucial to the fulfilment of organisational goals. Menguc et al. (2013) defined employee engagement as a productive, contented mental state associated with work that is typified by vigour, dedication, and absorption. Ariani (2013) illustrated that employees' engagement reflects the reaction of personnel towards work environment which affects, in turn, their work relations and their work productivity through physical, cognitive, and emotional contributions. Employee engagement is an intellectual and emotional union to organisational commitment by staff (Ngwenya & Pelsers, 2020). According to Ashwini et al., (2022), employee engagement is the level of excitement and

emotional commitment that individual has for their job to the point where they are willing to go above and further than their job specifications.

Engaged workforce increases the organization's chances of surviving and succeeding (Gallup, 2013; Rees et al., 2013; Bulinska et al., 2020). According to Bakker & Schaufeli (2008), to improve the performance of organisations, modern organisations need employees who are motivated, self-assured, and passionate about their work because engaged employees are the vitality of their organisations (Gallup, 2013). Because of this, many practitioners and researchers around the world have become fascinated with the concept of employee engagement (Andrew & Sofian, 2012). Furthermore, over the last decade, employee engagement has been the most explored issue, attracting the attention of both practitioners and academics due to its link to beneficial outcomes in the form of organizational effectiveness (Neha & Vandna 2018; Naiemaha et al., 2019). Furthermore, when employees are engaged in their jobs, they feel empowered to develop plans, make choices, and use their creativity to find solutions to problems (Dawwas, 2022).

Employee engagement is multi-faceted: firstly, physical engagement “vigor” (Hong & Dan, 2017; Wulanmeiaya 2021). It is defined as contributing a lot of efforts to realise job objectives. Physical energy helps workers to achieve their duties efficiently and effectively and at the same time assists them in developing their skills and improving their performance (Myung & Bruce, 2016; Changha, 2020). Secondly, the most significant factor at work is the cognitive engagement which leads to total absorption in work duties and resistance to outside distractions (Schaufeli & Bakker, 2014; Changha, 2020). The cognitive factor consists of attention and absorption, it means to be completely concentrated and occupied in one’s work duties regardless of time and without the desire to leave work incomplete (Minseong, 2021). The third component is emotional engagement which represents dedication and loyalty. It includes commitment to work, passion, pride, significance, challenge, and inspiration (Changha, 2020; Karim 2020). All the previous emotions are generated and developed by work. Emotionally involved employees consider their jobs as important and relevant. Those employees are ready to work extra time and they are prepared to develop their work through introducing genuine ideas (Bakker et al., 2012; Myung & Bruce, 2016). Therefore, employees’ engagement is considered a significant and decisive factor in the success of hospitality and tourism industry (Hongjun & Dan, 2017; Rand 2020; Harter et al., 2020; Memon et al., 2020; Deepa, 2022).

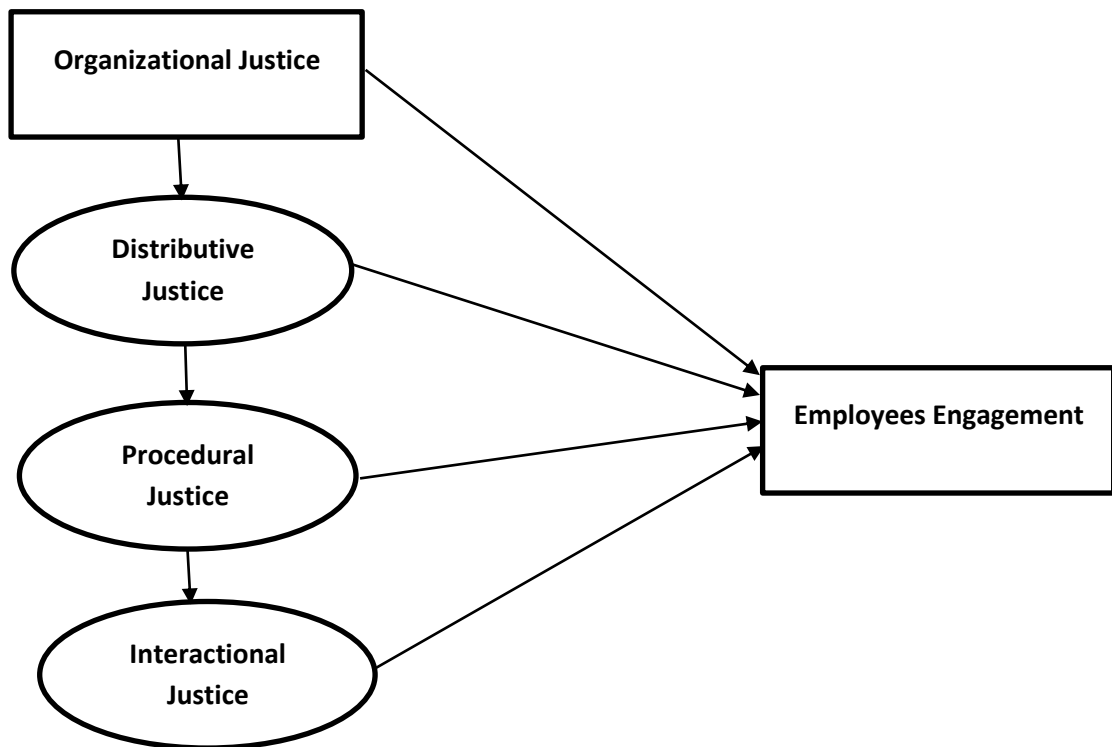
#### **2.4. Relationships between Organizational Justice and Employee Engagement:**

Rasheed et al. (2013) revealed the positive relationship between distributive and procedural justice with employee engagement. In addition, scholars asserted the significant association between all three components of justice and employees’ engagement (Abbasi & Alvi, 2012; Gosh et al., 2014; Malik & Singh, 2014). Moreover, Gosh et al. (2014) showed in their study that distributive justice, procedural justice, and interactional justice are importantly connected to organizational engagement. Hawker & Tarik (2018) revealed that perception of justice in terms of equality in the distribution of resources played an important role in increasing engagement. According to Wan et al. (2018), employees’ job engagement and indulgence may be augmented if those employees were aware of the organizational fairness in sharing resources. According to Chandio et al. (2020),

illustrated that organizational injustice has a negative impact on employee engagement. Additionally, Deepa (2020) demonstrated that distributive justice has a positive effect on job engagement in terms of physical, cognitive, and emotional aspects, with values as follow: cognitive ( $\beta = 0.18$ ), physical ( $\beta = 0.26$ ), and emotional ( $\beta = 0.19$ ). In addition, procedural justice and interactional have a major influence on all three dimensions of job engagement.

Distributive justice has an influence on employee engagement and turnover intentions, according to research (Fasih et al 2021). Xiaoming (2022) illustrated that employees' view of rewards and appreciation ( $b = 0.152$ ,  $p = 0.015$ ), distributive justice ( $b = 0.169$ ,  $p = 0.012$ ) and procedural justice ( $b = 0.2$ ,  $p = 0.011$ ) affected individual employee engagement. In addition, Onyango et al., (2022) showed that employee engagement and organizational justice have a strong significant relationship; the results of the study confirm the need to enhance organisational fairness in order to raise employee engagement. According to Tahira et al. (2022), there is a considerable positive link between organisational engagement and all three characteristics of organisational justice ( $r = .27-.34$ ,  $p < .001$ ). The elements of organisational justice and job engagement, however, were not linked.

Finally, effective human resource management is one of the key to success in the hospitality industry. Accordingly, the elements affecting the success of human resource management must receive great attention on the part of managers. In addition to organizational justice and employee participation, time management that leads to quick service provision also has an impact on employee performance (Moussa et al., 2015). As the long waiting time for service leads to customer dissatisfaction, which is an indicator of employee incompetence (Abdelmawgoud et al., 2016). Moreover, managers must put in place a set of procedures that enhance the level of employee performance, especially the level of operational and financial performance (Abdelmawgoud & Abd El Salam, 2022; Abdelmawgoud, 2022). Finally, according to the literature review, the conceptual framework of this research can be drawn as follows:



( Fig.1): Conceptual Framework of Research

### 3. Methodology

#### 3.1. Sample and Data Collection Procedures:

One of the most ancient historical cities in the world is Luxor (Ahmed et al., 2014), Luxor attracts the majority of cultural tourists who visit Egypt. It is also regarded as the repository of ancient Egyptian civilization. Thousands of tourists from all over the world visit Luxor's monuments each year, contributing significantly to the local economy. As a result of these factors, Luxor was chosen (AbuElhassan et al., 2016). Luxor hotels' staffs were the target population. According to the Egyptian Hotel Association (2020), there were seven five-star hotels total in Luxor City. All five-star hotels were the focus of the study. Only six of the seven five-star hotels in this sample were included. The methods of random sampling were applied in this research. According to West (2016), the use of random sampling as a surveying approach allows all members of the population to have an equal chance of being included in the sample. The sample size based on Thompson formula (2012) as follows:

$$n = \{N \times P(1-P)\} / \{(N-1) (a / Z)^2 + P(1-P)\}$$

$$n = \{1200 \times 0.5(1-0.5)\} / \{(1200-1) (0.05 / 1.96)^2 + 0.5(1-0.5)\} = 292$$

Where the sample size (292), and the acceptable sampling error (a = 0.05) so survey were randomly distributed to 291 staff in five- star hotels. A total of 291 questionnaires were distributed via face to face in five-star hotels when the research visits each hotel. The researcher distributes a printed questionnaire to the employees. A cover letter was sent with each questionnaire, outlining the goal of the research. The enclosing letter further verified the confidentiality of the data gathering and the use of the data for research purposes. The respondent completed the survey and gave it back to the researcher. Arabic language was used to create

and distribute the survey form. 284 forms were effectively complete with a response rate of 97%. The structures of sample are described as follows: in five-star hotels 201 were male (70.77%) and 83 were female (29.23%), 172 (60.57%) of respondents have age between 21-40 , 82 (28.87 %) of them have age between 41-60, and finally 30 (10.56 %) of them over 60 years. 31 (10.92% ) of respondents have educated , 204 ( 71.83 %) of them have bachelor , and . 49 (17.25 %) of them have master's degree. 179 (63.03 %) of respondents were married and 105 (36.97% ) of the respondents were single 36.97%.

**Table (1): The Size and Characteristics Sample**

No.	Sample Characteristics	Value
<b>The Sample Size</b>		
1	Confidence Level	95 %
2	Margin of Error	5 %
3	Population Proportion	50 %
4	Population Size	1200
5	Sample Size	292
<b>Margin of error</b>		
6	Confidence Level	95 %
7	Sample Size	284
8	Population Proportion	50 %
9	Population Size	1200
10	Margin of error	5.08%

**3.2. Measures:**

**3.2.1. Organizational Justice:**

The scale created by Niehoff & Moorman (1993) was used to measure distributive, procedural, and interactional justice. The distributive justice dimension consisted of 5 items; examples of this scale are “my timetable is reasonable. I think my workload is reasonable”.The procedural justice dimension consisted of 5 items and listed items such as “the manager makes impartial choices on jobs. To decide on a job When the employee asks, my manager explains decisions and offers further details”. The interactional justice dimension consisted of 9 items, example of this scale is”, “the management is considerate and polite to me when making judgements about my position. The manager talks with me about decisions made regarding my employment and their repercussions. On a five-point Likert scale (1 = strongly disagree to 5 = strongly agree). This organisational justice scale displays a reliability coefficient of 0.95.

**3.2.2. Employees Engagement:**

Employee engagement scale developed by (Rich et al., 2010) and French version by Gillet et al., (2020), The physical engagement dimension consisted of 6 items; examples of this scale are I put a lot of effort into doing my job. I set all of my effort into finishing my work.. The emotional engagement consisted of 5 items and



listed item such as “I am excited about my job I am delighted of my job. The Cognitive Engagement consisted of 6 items, and I listed item such as “My thoughts are entirely focused on my work. I focus on my job. There are seventeen items on the scale. Each question centred on the employee and offered a five-point response scale (1 = strongly disagree to 5 = strongly agree). The reliability coefficient for this scale is 0.94.

The aim of this research is to examine the effect of organizational justice on employee engagement in five-star hotels in Luxor. So, the research questions as follows:

- Q1. What is the level of organizational justice in five-star hotels in Luxor?
- Q2. Is there a relationship between organizational justice and employee engagement?
- Q3. Does organizational justice effect on employee engagement?

Based the research questions, the hypotheses of this research are:

- H<sub>1</sub>: There is a significant positive relationship between organizational justice and employee engagement.
- H<sub>2</sub>: Organizational justice has a significant positive effect on employee engagement.
- H<sub>3</sub>: There is a significant positive relationship between distributive justice and employee engagement.
- H<sub>4</sub>: There is a significant positive relationship between procedural justice and employee engagement.
- H<sub>5</sub>: There is a significant positive relationship between interactional justice and employee engagement.

### **3.3. Pilot Study:**

A pilot study was conducted on 60 employees to test wording of the scale, clarity and applicability of the tool. (Hulley, 2007). The main goals of a pilot research are to verify the reliability and validity of the survey items (Doody & Doody, 2015; Fraser et al., 2018)

## **4. Data Analysis & Results and Discussion:**

The SPSS 23 programme was used to analyze the data. The following statistical methods are used:

- 1) Pearson Correlation Coefficient for Validity and Alpha for Reliability Statistics.
- 3) Frequency and Descriptive analysis.
- 4) Test of normality.
- 5) Correlation Coefficient
- 6) Stepwise Multiple Regression.

### **4.1 Data Validity:**

The first statistical evaluation of a questionnaire's internal validity involved assessing the correlation coefficients between each item in a field and the field as a

whole

**Table (2): Correlation Coefficient of Each Item of Organizational Justice for Distributive Dimension**

N	Statements of Distributive Justice	Correlation Coefficient	Sig.
1	My timetable is reasonable.	0.69**	.000
2	I believe that my wage is reasonable.	0.81**	.000
3	I think my workload is reasonable.	0.76**	.000
4	The rewards I get here are often fairly fair.	0.75**	.000
5	I believe my job's obligations are reasonable.	0.82**	.000

From previous table correlation coefficient for each item of the distributive justice dimension with the total of dimension. The value of significance ( $\alpha$ ) is less than 0.05. So, this dimension is consistent and valid

**Table (3): Correlation Coefficient of Each Item of Organizational Justice for Procedural Dimension**

N	Statements of Procedural Justice	Correlation Coefficient	Sig.
1	The manager makes impartial choices on jobs.	0.60**	.000
2	Prior to making any employment choices, my boss makes certain that all employee concerns have been heard.	0.75**	.000
3	To decide on a job When the employee asks, my manager explains decisions and offers further details.	0.69**	.000
4	All employment decisions are implemented uniformly to all parties involved	0.76**	.000
5	Decisions taken by the boss regarding their jobs may be contested or appealed by the employees.	0.78**	.000

Table (3) shows the correlation coefficient for each item of the procedural justice dimension with the total of dimension. The value of significance ( $\alpha$ ) is less than 0.05. This dimension is consistent and valid.

**Table (4): Correlation Coefficient of Each Item of Organizational Justice for Interactional Justice Dimension**

N	Statements of Interactional Justice Dimension	Correlation	Sig.
1	The management is considerate and polite to me when making judgements about my position.	0.76**	.000

2	The management treats me with respect and dignity whenever choices regarding my employment are made.	0.84**	.000
3	The management considers my personal needs when making judgements about my position.	0.61**	.000
4	The management deals with me honestly when choices are made about my position.	0.73**	.000
5	When making judgments about my employment, the management exhibits consideration for my rights as an employee.	0.59**	.000
6	The manager talks with me about decisions made regarding my employment and their repercussions.	0.71**	.000
7	The management provides sufficient justification for decisions made about my employment.	0.79**	.000
8	The manager provides rational justifications for decisions he makes concerning my job.	0.77**	.000
9	Any decision my manager makes affecting my employment is explained in great detail.	0.74**	.000

From previous table correlation coefficient for each item of the interactional justice dimension with the total of dimension. The value of significance ( $\alpha$ ) is less than 0.05. So, this dimension is consistent and valid.

**Table (5): The Correlation Coefficient of Three Dimensions of Organizational Justice Scale.**

Dimensions of Organizational Justice	Correlation
Distributive Justice	0.90**
Procedural Justice	0.89**
Interactional Justice	0.93**

Table (5) shows the correlation coefficient of three dimensions of organizational justice scale. The value of significance ( $\alpha$ ) is less than 0.05. So, this dimension is consistent and valid.

**Table (6): Correlation Coefficient of Each Item of Employee Engagement Dimension**

N	Statements	Correlation	Sig.
Physical Engagement Dimension			
1	I put everything into my work.	0.77**	.000

2	I utilize my complete strength to my job	0.59**	.000
3	I put a lot of effort into doing my job.	0.75**	.000
4	I make every effort to do a good job in my job.	0.74**	.000
5	I set all of my effort into finishing my work.	0.69**	.000
6	I use a lot of energy on my work	0.70**	.000
Emotional Engagement Dimension			
1	I am excited about my job	0.76**	.000
2	My job gives me a lot of energy.	0.69**	.000
3	I am attentive in my work	0.77**	.000
4	I am delighted of my job	0.69**	.000
5	I am pleased with my jobt.	0.83**	.000
Cognitive Engagement Dimension			
1	My thoughts are entirely focused on my work.	0.71**	.000
2	My job is really important to me.	0.69**	.000
3	I give my full attention to my task.	0.71**	.000
4	I am engaged by my work	0.67**	.000
5	I focus on my job	0.69**	.000
6	I give my work a lot of care.	0.77**	.000

Table (6) shows the correlation coefficient for each item of the employee engagement scale with the total of scale. The value of significance ( $\alpha$ ) is less than 0.05. So this dimension is consistent and valid.

**Table (7): The Correlation Coefficient of Employee Engagement Dimensions**

Dimensions of Employee Engagement	Correlation	Sig.
Physical Engagement	0.95**	.000
Emotional Engagement	0.96**	.000
Cognitive Engagement	0.95**	.000

Table (7) shows the correlation coefficient of three dimensions of employee engagement scale. The value of significance ( $\alpha$ ) is less than 0.05. So, it can be said that the items of this dimension are consistent and valid to measure what it was set for.

#### 4.2. Data Reliability:

For performing the reliability test, the most common metric to assess a scale's dependability is Cronbach's alpha.

**Table (8): Cronbach's Alpha for Each Dimension of Organizational Justice**

Organizational Justice Dimensions	Cronbach's Alpha	N of Items
Distributive Justice	0.89	5
Procedural Justice	0.86	5
Interactional Justice	0.92	9
Total	0.95	19

From the previous table, the values of Cronbach's Alpha were in the range from 0.86 to 0.92. So, the questionnaire was evidenced to be reliable. Accordingly, a number of 0.7 or higher indicates acceptability, whereas a value of 0.8 or higher indicates preference (Pallant, 2016).

**Table (9): Cronbach's Alpha for Each Dimension of Employee Engagement**

Employees Engagement Dimensions	Cronbachs Alpha	No of Items
Physical Engagement	0.81	6
Emotional Engagement	0.82	5
Cognitive Engagement	0.82	6
Total	0.94	17

Table (9) shows that, the values of Cronbach's Alpha were in the range from 0.81 and 0.82. So, the scale was proved to be reliable. So, according to Pallant (2016), a value of 0.7 or higher denotes acceptability, whereas a value of 0.8 or higher denotes preference.

### 4.3. Test of Normality:

**Table (10): Descriptive Statistics of Organizational Justice Scale and Employee Engagement Scale in Five-Star Hotels (N) = 284**

Variables		Mean	Median	SD	Skewess
Organizational Justice	Distributive justice	19.18	20.00	3.71	-0.66
	Procedural justice	19.72	20.00	3.58	-0.24
	Interactional justice	34.30	35.00	5.16	-0.41
	Total	73.20	75.00	11.46	-0.47
Employees Engagement	Physical Engagement	27.60	29.00	3.89	-1.08
	Emotional Engagement	23.18	24.00	3.06	-0.81
	Cognitive Engagement	27.11	28.00	4.11	-0.65

	Total	77.88	82.00	10.67	-1.16
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As could be observed from table 10, the results showed that the range of skewness was between (-0.24) and (-1.08). All skewness values are greater than the +3 to - 3 range (Hair et al., 2014). Since majority of the variables in this situation were outside of the permitted range, a deviation from the normal distribution was observed.

**Table (11): Descriptive Statistics of Organizational Justice (In Five- Star Hotels (N) = 284**

Variables	Mean	The Percentage%	Ranking
Distributive Justice	19.18	76.21%	3
Procedural Justice	19.72	78.87%	1
Interactional Justice	34.30	76.73%	2
Total	73.20	77.05%	

From the previous table, it could be seen that, the high percentage of organizational justice scale was procedural justice 78.87% followed by distributive justice was 76.73% and finally interactional justice was 76.21%.

**Table (12) Correlation Coefficient between Organizational Justice Dimensions and Employees Engagement (N = 284)**

Variables		Correlation Coefficient	Sig.
Organizational Justice Dimensions	Employees Engagement		
Distributive Justice		0.54**	0.00
Procedural Justice		0.61**	0.00
Interactional Justice		0.56**	0.00
<b>Total</b>		0.62**	0.00

\* Significant at the level (0.05) & \*\* Significant at the level (0.01)

Table (12) shows that, firstly the correlation coefficient in five-star hotels between procedural justice and employees' engagement (R= 0.61; Sig. 0.00). So, there is a significant correlation between procedural justice and employee's engagement at (Sig. 0.00). Secondly, the correlation coefficient between distributive justice (R= 0.54, Sig. 0.000). So, there is a significant correlation between distributive justice and employee's engagement (Sig. 0.00). Finally, the correlation coefficient in five-star hotels between interactional justice and employee engagement (R= 0.56; Sig. 0.00). There is a significant correlation between interactional justice and employee engagement (Sig. 0.00). Finally, the correlation coefficient in five-star hotels between interactional justice and employee engagement R=0.56\*\* and the P-value (sig) 0.000, so there is a significant correlation between interactional justice and

employee engagement at ( $p < .001$ ). Employees who sense distributive justice believe that equality occurs in the distribution procedure, which influences his energy investment. In terms of procedural justice, a staff influences over outcomes and equitable participation in decision-making have a encouraging cognitive effect on his or her performance. In terms of interactional justice, when managers treat their employees with respect, it considerably increases the significance of their work, so all three justice dimensions have a positive relationship with engagement, these results agree with Abbasi & Alvi, 2012; Rasheed et al., 2013; Gosh et al., 2014; Chandio et al., 2020; Fasih et al., 2021; Tahira et al., 2022).

**Table (13): Stepwise Regression Analysis in Five-Star Hotels (N = 284)**

Variables	R	R Square	Constant	B	Beta	F	t
Organizational Justice	0.62	0.38	35.99	0.57	0.62	171.15**	13.08**

\* Significant at the level (0.05) & \*\* Significant at the level (0.01)

Organizational justice can influence and predict the employees engagement in hospitality industry, as the value of the multiple correlation (R) between the organizational justice and employees engagement was (0.62), which represents the contribution of independent variable to dependent variable, and it created a variation of (R<sup>2</sup>) and its value is equal to (0.38), with a contribution rate of (38.00%) in the dependent variable, and the (P) value was (171.15) which is a function at the level of (0.01) which indicates the existence of a correlation between organizational justice and employee engagement and therefore employee engagement can be predicted in the light of organizational justice and the predictive regression equation can be formulated as follows:

$$\text{Employees Engagement} = 35.99 + 0.57 \times (\text{Organizational Justice})$$

**Table (14): Multiple Line Regression Analysis in Five-Star Hotels (n = 284)**

N	Variables	R	R Square	Constant	B	Beta	F	t
1	Procedural Justice	0.61	0.37	42.37	1.80	0.61	162.49**	12.75**
2	Procedural Justice Interactional Justice	0.62	0.38	37.05	1.29 0.45	0.43 0.22	87.29**	2.57** 2.83**

\* Significant at the level (0.05) & \*\* Significant at the level (0.01)

The first step, the procedural justice came in the first where it contribution to employees engagement, as the value of the multiple correlation (R) between the two variables was (0.61), which represented the contributions of the independent variable to the dependent variables and it created a variation of (R<sup>2</sup>) and its value is equal to (0.37), with a contribution rate of (37.00%) in the dependent variables and the (p) value was (162.49) which is a function at the level (0.01), which indicated a correlation between procedural justice and employee engagement and thus

employee engagement can be predicted by procedural justice, the predictive regression equation can be formulated as follows:

$$\text{Employees Engagement} = 42.37 + 1.80 \times (\text{Procedural Justice})$$

The second step, the interactional justice came in the second order, its contribution to employees engagement as the value of the multiple correlation (R) between the two variables was (0.62), which represented the contributions of the independent variable to the dependent variables and it created a variation of (R<sup>2</sup>) and its value is equal to (0.38), with a contribution rate of (37.00%) in the dependent variables and the (p) value was (87.29) which is a function at the level (0.01), which indicated a the existence of a correlation between the two dimensions (procedural justice and interactional justice) and thus employees engagement can be predicted in the light of two dimensions of organizational justice (procedural justice and interactional justice) and the predictive regression equations can be formulated as follows:

$$\text{Employee Engagement} = 37.05 + 1.29 \times (\text{Procedural Justice}) + 0.45 \times (\text{Interactional Justice})$$

The results of this research confirmed the hypotheses as shown in the research framework:

- There is a significant positive relationship between organizational justice and employee engagement.
- Organizational justice has a significant positive effect on employee engagement.
- There is a significant positive relationship between distributive justice and employee engagement.
- There is a significant positive relationship between procedural justice and employee engagement.
- There is a significant positive relationship between interactional justice and employee engagement.

Overall, the findings indicate that the procedural justice came in the first where its contribution to employees' engagement in five star hotels in Luxor because manager look at this dimension as follow it is extremely significant because it precisely determines the quality of the relation of the employee with his organization. That indicator is much more precise and efficient than other factors of the organizational justice, when employees are represented at higher management circles, their decisions are respected and effective and when top management's decisions are explained to all levels of an organization with taking ethical and moral values into consideration, then employees respect the top management's decisions and seek to execute them with all due loyalty, dedication and efforts. It is noticed that when hotel staff are engaged, they show elevated standards of absorption which, in turn, help them to dedicate their attention, time and effort to efficiently achieve their tasks. Moreover. the engagement of the employees in their results in an elevated temperament toward their job duties and the latter leads to effective performance of the tasks assigned to them.

On the other hand, we found that the interactional justice came in the second order with respect to its contribution to employees' engagement in five star hotels



in Luxor because managers respect employees' opinions, eradication of discrimination and fair decisions all contribute to achieve interactional justice at the workplace. Fair treatment is one of the most effective factors that affect the performance, loyalty and dedication of employees. Mistreatment at the workplace leads to less effective performance and distractions in addition to lowered self-esteem. This was agreed with the result of the studies conducted by (Mohammed, 2022; Isa & Ibrahim, 2020; Changha 2020; Onyango et al., 2022). Finally The researcher found that financial incentives are not distributed fairly to all hotel employees, secondly there is a decrease in the distribution of rewards among employees who exert the same effort and the same work, thirdly administrative responsibility is unfair distributed among employees and finally there is a decrease in the similarity between salaries of employees who are at the job level this result disagree with ( John&Evans, 2019; Fasih et al., 2021; Tahira et al., 2022)

## **5. Conclusion and Recommendations:**

The accomplishment of any hotel depends on their employees (Kalpana & Dharmaja, 2018). Any organization's employees are essential to its success (Kalpana & Dharmaja, 2018). Hotels must be able to choose when to implement organisational justice's many components in order to increase employee engagement. It is one of the most important high-performance methods for promoting a pleasant work attitude among employees (Decuyper and Schaufeli 2021). This study concentrated on finding out the level of organizational justice and its effects on employee engagement in Luxor five-star hotels in Egypt. The study concluded that the high dimension of organizational justice was procedural justice followed by interactional justice and the final one was the distributive justice. In addition there was positive relationships between organizational justice and employees engagement and finally, the study indicated that existence of a correlation between the two dimensions (procedural justice and interactional justice) and thus staff engagement can be predicted in the light of two dimensions of organizational justice (procedural justice and interactional justice). There are some recommendations for five star hotels to increase employees' engagement. These recommendations can be presented as follows:-

1. Providing the suitable climate which depends upon the reciprocated confidence between the managers and the employees.
2. There should be clear and accurate regulations that enhance justice and equality among the employees.
3. Managers should increase organizational justice and make equality in distributing incentives among staff and the promotion process takes according to fair basis to higher positions.
4. Managers should equality between the monthly salaries of staff with the same educational qualifications
5. Staff salaries and bonuses should be appropriate to the effort which they put into staff in a fair and objective manner.
6. Training courses should be held for supervisors to familiarize them the importance of distributive justice and its positive impact on employees' attitude.

## **6. Limitations and Future Research:**

There were important limitations to this study. Firstly, the study did not include demographic data and didn't link it with the study variables. Second, the information came from a certain industry, which can have a unique work culture. As a result, the generalizability of the findings might be tested in different industries utilising cross-cultural study methods. Third, future researchers can use various techniques, including structural equation modelling and factor analysis to analyse various aspects, as well as mixed methodology (i.e., qualitative and quantitative), and it should also use other variables with organisational justice, such as demographic variables, work climate, and job involvement. This is because this study was quantitative in nature and relied on multiple regression.

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