The Role of Organizational Justice in Enhancing Employee Engagement and Well-being

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Abstract*:* The effect of justice in organizations on staff engagement and well-being is examined in this research. The study used two questionnaires and discovered a favourable relationship between staff engagement, well-being, and organizational justice characteristics. Three aspects of organizational justice were also found by the research: distributive justice, interactional justice, and procedural justice. The impact of justice in the organization on staff engagement and happiness is being investigated empirically for the first time with this research. Managers should enhance fairness in the organization, provide rewards equally, and guarantee equitable promotion procedures for more senior positions, according to the research's recommendations.

Keywords*:* Organizational Justice, Employee Engagement, Well-being, distributive justice, procedural justice, interactional justice.

INTRODUCTION

Employee well-being is critical to company performance in today's cutthroat environment. Organizational justice and awareness are linked to improving employee well-being, according to studies on good company performance. There is a direct correlation between staff well-being and those variables, although few research have discovered it. Increased focus and an unbiased awareness of current occurrences, including emotional, mental, and bodily sensations, characterize the flexible state of self-awareness (Jain et al., 2023). It has become more significant because of its immediate positive impact on better connections from early infancy to the future life. Although the majority of studies on awareness have focused on psychological treatment and health, there is still a dearth of knowledge in leadership. Only a small body of management studies has looked at the beneficial impacts of attentiveness in the workplace, including enhanced work

efficiency insight-related troubleshooting capacity, management advancement, and judgment correctness. Studies have shown that consciousness affects people's well-being because it facilitates stress management and lessens psychological discomfort, which improves worker well-being.

Employee well-being is seen to be correlated with organizational justice. The degree to whereby an employee believes that workplace connections, policies, and results are fair is referred to as organizational justice. At every level of the organization, group, and individual, this concept influences the results of organizations. Positive outcomes are more likely to happen when staff members believe their company is treating them fairly. Previous studies indicate that organizational justice and staff well-being are positively correlated, with greater organizational justice ratings being associated with improved staff wellness and health scores. To sum up, in today's competitive environment, firms must grasp and empirically evaluate parameters connected to employee well-being if they are to grow.

Aim and objectives:

Aim: The study aims to explore the Role of Organizational Justice in Enhancing Employee Engagement and Well-being.
Objectives:
- To explore the parts of Organizational Justice.
- To focus on the role of organisational justice in employee engagement.
- To focus on the role of Organisational justice in enhanced employee well-being.
- To understand the limitations and future scope of the study.

LITERATURE REVIEW

The parts of Organizational Justice:

Three categories of events have been studied by justice experts: distributive justice, procedural justice, and interactional justice, which deal with people's evaluations of intimate treatment, ways of making choices, and results.

Distributive Justice: This is the idea that individuals should be able to determine what they get or how equal the distribution is in their eyes. The principles of fairness, equality, and necessity may be used by individuals to determine if their results are justified. Paying people according to their efforts is viewed as to be equal in the context of equity distributions. Equity is calculated by comparing two outcome/input proportions and the most widely used approach is Adams' (1965) concept of equity. A bigger ratio indicates that a person has achieved more given their contribution than does the referring person. Except for over-reward projections, the theory of equity has generally been supported. Without taking into account contributions, equitable distribution gives everyone an equal share (Sharma, and Kumra, 2020). Group unity is the most frequent scenario in which it is utilized, while efficiency is the standard situation for equity allocations. Due to its simplicity and lower cognitive load compared to alternative distribution rules, equality may also offer a knowledge-processing benefit. Results are given according to a projected deficiency via necessity allocations.
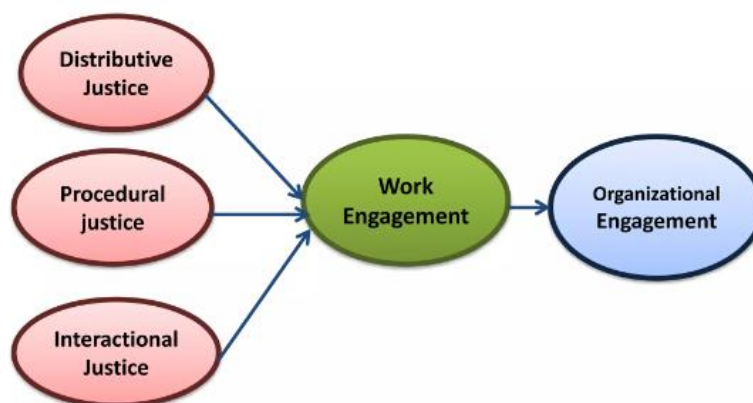

Fig 1. Organizational Justice

Procedural justice: The term "procedural justice" describes" The way that decisions are made in different cultures, including trial procedures. If someone feels that they have a voice or other kind of impact over the legal system, they are more willing to accept bad outcomes. On the other hand, some procedural protections provide marginally higher justice

benefits. Six criteria were established by Leventhal et al. (1980) to assess whether a process is just: treating all participants equally, being free from prejudice, providing reliable data, taking into account all points of view, being able to be fixed if necessary of a mistake, and keeping to ethical standards. These standards have proven useful, although, in other situations, other guidelines could be crucial. To encourage citizen acceptance of the rules, procedural justice is essential (Aggarwal, et al. 2022). People are naturally inclined to accept laws, even though they are not individually desired when they feel that the electoral process is just and that individuals are given equal opportunity.

Interactional justice: According to the theory of interactional justice, people measure justice based on societal or communicative standards, such as the way they were handled by another. These standards fall into two general categories: information-based justice and justice between people. The goal of justice among people is to treat others with dignity and honour while eliminating prejudice, needless harshness, and private connections. Some academics believe that there is a direct correlation between ethical decisions and this interpersonal application of interactional justice (Rahman, and Karim, 2022). Information-based justice is the practice of giving important details and justifications, particularly when something goes wrong. Employers ought to offer online profiles to staff members, which may assist lessen sentiments of injustice by providing a reason for why things occur the way they do. The framework of interactional justice is a topic of discussion. Some researchers have combined information and justice between people to build a three-stage framework for justice, whereas some have divided the parts to develop a four-factor approach.

The role of organisational justice on employee engagement:

Distributive justice's impact on employee engagement:

Employee impression of justice is known as distributive justice. When reviewing the outcomes of choices about evaluations of progress, compensation, rewards, and praise, staff members must believe they have received a fair proportion of the assets of the company. By opposing organizational outcomes (such as wages, advancements, civil rights, punishments, incentives, tangible assets, and infrastructure) with outcomes achieved by other people as a point of guidance, employees will develop a sense of equitable distribution based on their job inputs (learning, expertise, abilities, time, energy, mental assets, and effectiveness). Employee behaviour, which in turn affects employee engagement, is eventually affected by all of these emotions (Mulang, 2022). Employees who see equity in distribution as highly valued in their firms are also more likely to feel obligated to play fair roles, contributing more via increased job engagement.

Procedural justice impact on employee engagement:

The term "procedural justice" describes how staff members see the logic of the rules, procedures, and guidelines that a firm uses to make decisions. It has to do with the degree of hierarchy whereby administrators or representatives share decisions by protocols and fairly inform staff members (Dong, et al. 2020). Social exchange theories, which claim that connections develop gradually into confidence, loyalty, and devotion provided parties abide by particular exchange norms, are used to explain the influence of procedural equity on worker engagement. Fair decisions may spark bonds of friendship among staff members inside a company, which in turn can generate good vibes and excitement and, eventually, high levels of job engagement. According to the study premise, procedural fairness significantly and favourably affects employee engagement at work.

Interactional justice impact on employee engagement:

When details about company decisions and the mindsets and habits that workers describe are provided, it is said to be equitable in the eyes of staff members. This is known as interactional justice. Workers look for justice in their dealings with management; when executives and employees are treating each other fairly, workers feel good about their jobs and are more engaged in their duties. Fair relationships between staff members and managers are promoted by interactional justice, which also gives staff members a feeling of pride in their work and a feeling of connection. Greater involvement results from this happy emotion encouraging workers to become more interested in their job. Interactional justice produces a favourable and noteworthy impact on job engagement, according to the study concept.

The role of Organisational justice on enhanced employee well-being:

Over the past thirty years, organizational justice has gained importance in social studies and has a big influence on the well-being and happiness of employees. Insufficient organizational justice may have a detrimental effect on the well-being and health of employees, resulting in work-related stress, health issues, and absences (Jia, et al. 2022). Prior research has shown a connection between workers' opinions of organizational fairness and a range of health problems

after lengthy stressful procedures. Three factors may be used to classify perceptions of organizational justice: distributive justice, interactional justice, and procedural justice.

Procedural justice on employee well-being:

Procedural justice is to the method by which workers see justice inside an organization, such as making decisions methods and procedures that establish job results. Work levels of regulation and staff engagement in decision-making procedures that impact job results are important indicators of procedural fairness. Involvement in decision-making activities and work flexibility are also linked to worker fulfilment with work (Malhotra, et al. 2022). Procedure fairness and employee well-being have been linked in the past, with poor procedural justice being associated with the effects of depression and health concerns. The body of research shows that an absence of control over policies, guidelines, tasks, and decision-making procedures causes anxiety, which hurts workers' well-being (Rasool et al. 2021). According to the research, employee well-being and procedural fairness are favourably correlated. This emphasizes how crucial organizational justice is for advancing the overall well-being and happiness of workers.

Distributive justice on employee well-being:

The term "distributive justice" describes how workers see decisions about benefits, salary, and advancement that are made by their input to the workplace. Adam's theory of inequality claims a positive correlation with distributive justice and well-being, regardless of opposing results. When workers believe their employer is satisfying them less than what they deserve or what others are rewarding them, they become unhappy and change how they work to maintain a balance between input and outcome (Sarwar, et al. 2020). Insufficient payment inequality, which leads to underreward unfairness, makes workers feel unfairly treated and stressed out. Insufficient pay inequality is spoken about by Greenberg (2004) as an origin of anxiety for workers and a reason for feelings of injustice. Consequently, it is expected that distributive justice and staff wellness are positively correlated.

Interactional justice on employee well-being:

The quality of an employee's relationships with their superiors or other organization authorities is referred to as interactional justice. It covers how much workers believe they are treated with kindness, respect, and humanity by authority, as well as whether or not they provide reasons for certain actions, choices, or results (Hermanto, and Srimulyani, 2022). Interpersonal justice, which covers how workers are treated and how processes and results are explained, has a significant impact on how stressed-out workers feel at work, and this is a factor that is linked to workers' well-being. The idea implies a positive correlation between employee well-being and interpersonal fairness.

METHODOLOGY

A secondary data analysis method is used in this study to look into how organisational justice can improve the health and happiness of workers. Secondary data came from books, journal papers that have been reviewed by experts, conference proceedings, and the databases of trustworthy organisations. Secondary data analysis is useful because it is quick and can use data that already exists as well as results from real life. Scholarly sources such as JSTOR, PubMed, and Google Scholar were searched in a planned way to find the information (Gusenbauer and Haddaway, 2020). Researches can find useful information by searching for things like "distributive justice," "procedural justice," "interactional justice," "employee engagement," and "employee well-being." The studies had to be in English and have been published in the last ten years. Either through data or theory, they had to show how organisational justice changes the work of employees.

A method known as "thematic analysis" was used to look at the books once they were chosen. In order to do this, the results of several studies had to be compared and put together to find themes and patterns in how workers' health and happiness are affected by legal, economic, and interactional justice. With the help of theme analysis researchers were able to learn more about how corporate justice affects how workers think and act (Kurian and Nafukho, 2020)). Since secondary sources were used, it was very important to make sure they were properly cited and given credit. To be honest in school and not plagiarise, all sources were properly cited. There were also moral guidelines for how to use data that was open to the public, and intellectual property rights were respected. Some problems with this study are that it uses current interpretations and analyses of primary data, and there is a chance of publication bias in the literature that was chosen. Findings may not be applicable to all situations because different studies used different research methods and situations. The secondary data analysis has some problems, but it still tells us a lot about the complicated relationship

between organisational justice, employee involvement, and well-being. This method adds to what is already known by putting together and making sense of the results of many different studies. It gives us a full picture of the subject and points the way for future study.

DISCUSSION

The purpose of this study is to examine how job engagement functions as a link between staff wellness, organizational justice, and working awareness. It discovers that job engagement acts as a link between awareness and organisational justice, both of which have direct and good effects on employees' happiness. Findings from the study show that job engagement may be an important part of making employees happier and healthier. The data show that equal opportunities at work are important because they are linked to good outcomes for workers, such as job satisfaction, productivity, and engagement at work. The study supports the idea of making people more aware at work.

Distributive Justice and Employee Satisfaction:

When it comes to how happy people are with their jobs, distributive justice is a big part of corporate justice (Widyanti et al., 2020). All of it has to do with how fair people think it is that workers get paid, rewarded, promoted, and given other real perks. The idea comes from the thought that everyone should get fair benefits and think about what they do for the company.

One of the most important parts of social justice is the idea of equity. It says that people weigh what they give (like time, skills, and effort) against what they get (like praise and pay). People feel like things are more fair and just at work when they think they are getting benefits that are fair based on what they've done than others. Also, this makes them really happy with their job in general. A lot of research has shown that workers who are happy and their bosses who are fair share wealth. Adams' study from 1965, for example, found that employees often judge their job satisfaction by comparing the rewards they receive to those of their coworkers (Kollmann et al., 2020). If people think their benefits are fair and useful, they are more likely to feel like the company values and respects them. This helps them connect emotionally with their work, which makes them happy in general.
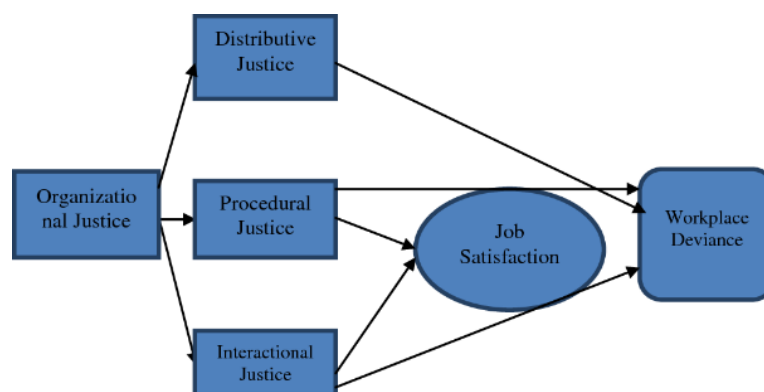

Fig 2. Organisational justice and workplace deviance

It also changes more than just how happy employees are; it changes how they think and act (Sharma et al., 2018). People who want to stay with the company for a long time may not be as loyal to it or as driven to do a good job. In terms of benefits, workers who think they've been treated fairly are more likely to be dedicated to their jobs and the goals of the company.

For a good work setting, it's important to know what distributive justice means from the point of view of a manager. Set up clear payment systems that link rewards to performance and contributions (Weiss and Hartle, 2023) to make people feel like the sharing of power is fairer. It also helps workers feel like the company is fair to make sure that the ways that awards are given, like promotions and pay raises, are always the same and fair.

This is because distributive justice changes how fair and equal benefits are seen. This has a big impact on how happy employees are. Being fair is important for businesses that give out prizes. This makes workers happy and more interested

in and dedicated to the company. Managers can create a culture at work that values and pays workers fairly by making sure that the way the company works is in line with the principles of distributive justice. The business as a whole will do better, and the health and happiness of its workers will improve.

Procedural Fairness and Trust:

Some people think that the way decisions are made in a group is fair, which is an important part of organisational justice. It talks about how important it is to have clear methods, always follow rules and policies, let employees say what they think, and make decisions responsibly. Individuals who think they are treated fairly at work are more likely to trust their leaders. They are also happier and more dedicated to their jobs.

Making sure that workers and managers can trust each other is a key part of fair procedures. There needs to be trust in organisations so that people are more likely to work together and talk to each other openly (Soomar, 2020). People who believe that decisions are made fairly and without bias are more likely to trust their bosses and the business as a whole. People work better together when they trust each other. They feel valued and accepted. Kim and Beehr (2020) say that procedural fairness makes workers think and act in many good ways. Research has shown that workers are more likely to support and accept decisions made by their company, even if they are bad for them, if they think the decisions were made without bias. Things like job reviews, promotions, and punishments are all part of this. People don't question the way things are because they believe decisions are fair and based on facts.

Also, procedural justice makes workers happy with their jobs by making them feel like they have some control over their work and that things will go as planned. According to Lee et al. (2021), employees are happier with their jobs when they know why the company makes the choices it does and feel like their opinion is important. They're pleased because they believe the business is meeting their needs in a fair way. This makes them feel good about their health and motivated at work.

From the point of view of a manager, promoting procedural justice means making sure that decisions are made in a clear and consistent way that is moral and gives workers a chance to be involved and give feedback. Employees are less likely to misunderstand and fight with each other when they are given clear accounts of how the company works and clear instructions on procedural justice principles (Folger et al., 2021).

To sum up, procedural justice is a key part of making workers trust the company, be happy at work, and stay loyal to it. Companies can make the workplace a good place to work by making sure choices are made fairly. This way, employees will feel respected, valued, and motivated to do their best work and help the company reach its goals. When managers put fairness and trust in the process first, they help build an environment that is good for the health and long-term success of the business and its employees.

Interactional Justice and Workplace Relationships:

An important part of organisational justice is interactional justice, which looks at how well workers and organisational leaders, especially supervisors and managers, treat each other and talk to each other. It has to do with how fairly people are treated at work, such as how much respect, dignity, and care people in power show for others. One of the main ideas behind interactional justice is that employees judge the fairness of company decisions not only by what happens (distributive justice) or how things are done (procedural justice), but also by how they are treated by others during the decision-making process (Fortin et al., 2020). This is very important because employees put a lot of value on how their bosses and co-worker's treat them in their daily exchanges.
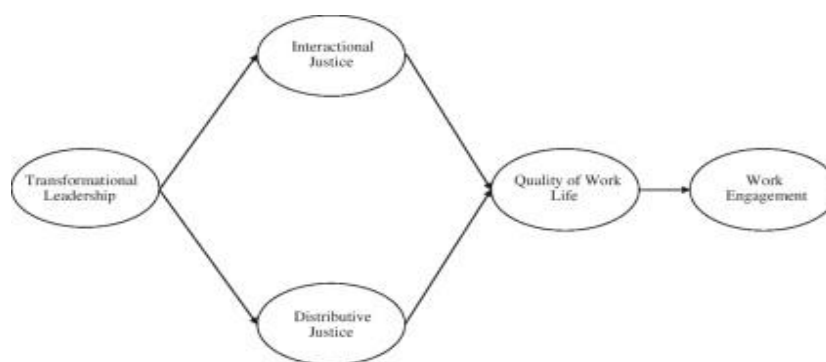
Fig 3. Organisational justice in workplace relationships

Over and over again, research shows that interactional justice has a good effect on relationships and attitudes at work. There is more faith in the organisation and a stronger commitment to its goals when employees think that their bosses and co-worker's treat them with respect, honesty, and openness. Fair treatment also makes people feel safer and less likely to think that they are being treated unfairly at work (Pandey and Jain, 2016). On top of that, interactional justice helps employees create good organisational citizenship behaviours (OCBs). OCBs are actions that people choose to do that are good for the company but aren't required by their job title (Oney, 2021). When employees feel respected and valued, they are more likely to do helpful things like helping co-worker's, volunteering for extra tasks, and supporting company projects outside of their official duties. From the point of view of management, promoting interactional justice means making the workplace a place where people respect each other, talk to each other openly, and show sensitivity. Interactional justice can be supported by managers who talk to their employees fairly, listen to their concerns, give them helpful comments, and treat their employees with respect and dignity. Strong relationships with other people based on trust and fairness help make the workplace a supportive place where people feel driven and valued.

In sum, interactional justice is a very important part of how people get along at work and how fair they think their companies are. Companies can boost employee trust, happiness, and involvement by emphasizing respectful and honest interactions with others. When managers put interactional justice first, they help create a positive work atmosphere that encourages collaboration, productivity, and employees' overall health and happiness.

Impact on Employee Well-being:

The idea of an employee's "well-being" includes their physical, social, and mental health (Tuzovic and Kabadayi, 2021). It's becoming clearer that it's an important part of any business's success, as it has a direct effect on things like productivity, job happiness, and employee retention. The well-being of employees is greatly affected by organisational justice, which includes distributive, legal, and interactional justice. Distributive justice, or how fair people think the results are shared, is very important to the health and happiness of workers (Mert et al., 2022). When workers think that resources, rewards, and recognition are given out fairly based on what they do, they are more likely to be happy at work and in their mental health. On the other hand, seeing unfairness can make people angry, stressed, and less motivated, which is bad for their general health. Making sure that everyone gets fair pay, respect, and chances to move up is important for promoting a sense of distributive justice and improving the health and happiness of employees.
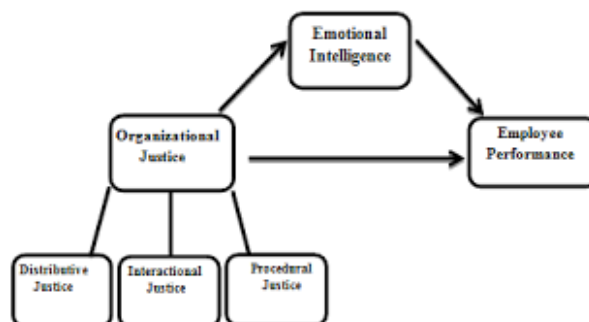

Fig 4. Organisational justice on employee performance

Procedure justice, or how fair the ways that choices are made, also has a big impact on the well-being of employees. A feeling of procedural fairness is increased by clear, consistent, and open decision-making processes that let employees weigh in and give clear explanations. Workers are more likely to trust and value their company if they believe their opinions are taken into account and decisions are made fairly (Davis et al., 2022). This trust lowers worry and anxiety, which is good for mental health and makes the workplace a better place to be. On the other hand, methods that are not clear or are biased can cause anger, mistrust, and a decline in mental health. Another important factor that affects employee well-being is interactional justice, which looks at how people are treated when processes are being carried out. Treating co-worker's and managers with respect, dignity, and care makes the workplace a better place to be and improves mental health. Employees are more likely to feel good emotions, job happiness, and a sense of belonging when they know they are valued and respected (Misra and Srivastava, 2022). Disrespectful or rude behaviour, on the other hand, can make someone feel bad about themselves, cause stress, and hurt their mental health.

All three of these aspects of organisational justice have a huge effect on the health and happiness of workers. When companies put fairness first in their processes, results, and interactions with each other, they create a supportive workplace where employees can do their best work. Not only does this kind of work atmosphere improve employees' physical and mental health, but it also makes them happier and more engaged at work overall. Additionally, the happiness and health of workers have a positive impact on the efficiency of the business. People are more committed, creative, and effective at work when they are healthy, happy, and interested in what they do. The company saves money because they are less likely to quit because they are tired of their jobs. Aside from being the right thing to do, investing in corporate justice is also a smart move that will help the company do well in the long run.

How fair a company is has a big effect on the health and happiness of its workers as a whole. Make sure that everyone is treated the same when it comes to tasks, relationships, and how they are assigned. This will improve the physical, social, and mental health of the workers. This makes employees happier and more involved at work, which is good for the company as a whole.

Organizational Justice as a Predictor of Organizational Citizenship Behaviour:

OCB stands for "organisational citizenship behaviour." This is when workers do things that aren't asked of them but make the workplace and its surroundings better. A few of these habits are taking the lead, being open, and helping other people. Organisational justice, which includes distributive, legal, and interactional justice, is a big part of OCB. It also makes employees much less likely to want to do these extra jobs (Zayed et al., 2020). A big part of OCB is shared justice. There is a fair way to think about how things like pay, raises, and awards are given out. People who think they are getting paid fairly are more likely to do good things for the company. As Kim and Beehr (2020) say, people are more likely to do more than what is asked of them when resources are shared pretty well. Seeing unfair situations, on the other hand, can make people angry and uninspired, which makes them less likely to do OCB.

Procedure justice, which looks at how fair the ways are that decisions are made, also has a big impact on OCB. If employees believe that rules are clear, fair, and always followed, they are more likely to trust and value their business. There is trust and respect between workers, so they are more likely to take part in OCB as a way to show their recognitions. When employees feel like their opinions are valued and that they have a fair chance to affect choices, they are more likely to do good things for the company beyond what is expected of them. On the other hand, systems that aren't clear or aren't fair can make people cynical and disengaged, which makes OCB less likely to happen. Another important factor that determines OCB is interactional justice, which looks at how people are treated during processes. A positive and helpful work setting is created when supervisors and co-worker's treat each other with respect and care. Employees who feel appreciated and respected are more likely to do things like help others, work together, and take the initiative (Frémeaux and Pavageau, 2022). Employees' mental health and job satisfaction improve when there is interactional justice, which in turn supports OCB. In contrast, being disrespected or treated unfairly can make someone feel bad and make them less likely to engage in OCB.

All of these aspects of organisational justice work together to make a workplace that supports and encourages OCB. When employees think that processes, results, and interactions with co-worker's are fair, they are more likely to feel like they belong and be committed to the organisation. This feeling of commitment and belonging drives workers to do good work for the company on their own time. In addition, having OCB in an organisation has perks that go both ways. By making teams work better together, making businesses more efficient, and fostering a good work environment, OCB improves the performance of organisations. When employees do OCB, they help make the workplace more supportive and cooperative, which can boost happiness and productivity (Jena, 2022). Organisations that value and support

organisational justice are more likely to hire people who are ready to participate in OCB, which will help the organisation succeed in the long run.

To sum up, organisational fairness is a strong indicator of OCB. A company can make its employees want to do things that are good for the business on their own by making sure that everything is fair in terms of distribution, procedure, and contact. This then leads to better performance by the organisation, a good place to work, and long-term success for the organisation.

Managerial Implications and Recommendations:

It is very important for managers to know the facts about organisational fairness and how it affects worker happiness, engagement, and OCB (organisational citizenship behaviour). Hareendrakumar et al. (2020) say that managers can make their workers more motivated, happy, and productive by learning about and using strategies that make things reasonable in how they are given out, how they are done, and how people deal with each other. Make sure that all of the employees believe that rewards, promotions, and honours are fair and equal. This will improve distributive justice. Set clear criteria for performance reviews and rewards, be clear with employees about why rewards and promotions are given, and make sure that rewards and promotions are based on employees' contributions, skills, and efforts. Pay structures should also be looked at and changed often to keep them fair and competitive. Procedureal justice can be made better by paying attention to how fair the ways decisions are made are (Ruano-Chamorro et al., 2022). Supervisors and managers can make sure that policies and procedures are followed consistently and clearly. They should also give employees a chance to voice their concerns and make suggestions. Policies should be reviewed and updated on a regular basis to reflect fairness and inclusion. Lastly, bosses and managers should be taught how to follow rules in a fair and regular way Van Jaarsveld et al., 2021). A lot of people say it's important to do the right thing by workers. Management should encourage open and honest communication with employees, teach good social skills like active listening and empathy, be aware of and act quickly on cases of unfair treatment or disrespect, provide constructive and supportive feedback and communication, and work to make the organisation a place where people treat each other with respect and dignity to support interactional justice.

Bosses should address employee health to make them happier and healthier (Oakman et al., 2020). People could help their employees establish a work-life balance and give mental health benefits like counselling and stress-management training. Encouragement to make friends and work together could also make the workplace friendlier. They could also recognise and celebrate workers' accomplishments to enhance morale and happiness at work. Managers should create a flexible, respectful workplace, according to Zhang et al. (2022). By giving employees chances to show OCB through team-building activities, volunteer programmes, and cross-functional projects, as well as by recognising and rewarding those who are flexible, help co-workers, and take the initiative, the organisation can become more like a community. Finally, employees should be given training and development opportunities that encourage them to grow and contribute beyond their formal job roles.

Managers have a big impact on the culture and environment of an organisation (Lam et al., 2021). They can improve employee engagement, well-being, and OCB by making fairness and justice a top priority in all parts of management. Using the suggested tactics will not only boost individual and group performance, but will also make the workplace happier and more stable. When businesses put money into promoting justice and fairness, they will probably see long-term benefits like keeping more employees, making more money, and building a better image.

Limitation and future research:
The technologically advanced privatized IT industry demographic that this research focuses on could be more aware of organizational fairness and awareness, which is one of its weaknesses. To expand on results, future studies should take into account various sectors, demographics, and cultural contexts. A personal survey was used to gather the data, which might have introduced prejudice in the responses. However, the evaluation outcome of the model indicated that typical technique bias did not substantially alter the conclusions when the authors analysed similar technique bias applying the CLF.

CONCLUSION
In summary maintaining fairness, transparency and respect, within an organization is vital, for boosting employee involvement and overall satisfaction. This creates a workplace that inspires and fulfils employees. A society of justice may be established by putting tactics like equal recognition, transparency, and uniform procedural systems into practice. Highlighting organizational equity has real advantages, as shown by analysing successful case studies from top firms. In

the end, an equitable job promotes overall enterprise success and long-term viability in addition to improving staff engagement and a healthy lifestyle.

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